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Management  
Improvement  
Project  
System



*A progress report:*

CURRENT and  
COMPLETED  
PROJECTS

NOVEMBER 1961 TO APRIL 1963

Prepared by

Office of Management Appraisal and Systems Development



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DEPARTMENT OF AGRICULTURE  
Office of the Secretary  
Washington, D. C.

May 29, 1963

To: Heads of Agencies and Staff Offices

From: Joseph M. Robertson, Administrative Assistant Secretary

Subject: Progress Report: Current and Completed Management Improvement Projects

The Department-wide management improvement program — initiated by Secretary Freeman in November 1961, is directed toward the identification of areas where management effectiveness can be increased and operational economies accomplished.

In October 1962 the program was formalized and designated the Department Management Improvement Project System. This System is designed to: (1) provide a means for documenting significant management improvement projects planned, underway, or completed; (2) measure general progress on management improvement in the Department; (3) facilitate the coordination of management improvement projects and prevent duplication of effort; and (4) furnish periodical reports on the progress of all projects.

Part one of this report documents the status of all current projects under the System. Part two contains a summary of significant information on projects which have been completed.

The successful operation of the Project System is dependent upon the continued support of the agencies and staff offices. Concise and timely reporting of all information relating to project objectives, plans of action, cost data and benefits is essential for the effective utilization of the System.

The projects reported herein cover a wide range of administrative and program functions — both major and minor in importance. The benefits from some of these projects can be multiplied many times if the work techniques and operating procedures described are found to have general application across organizational lines.

A central reference file, containing detailed information on each project, is maintained in the Office of Management Appraisal and Systems Development.



SECTION I

CURRENT PROJECTS





AGRICULTURAL MARKETING SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	DEVELOPMENT AND INSTALLATION OF AMS-WIDE WORK PROGRAMMING SYSTEM (AMS-14)  AMS is intensifying emphasis on forward planning of programs of work for the various activities assigned to its divisions.	1962
1	INCREASE IN USE OF SCHOOL LUNCH PROGRAM RESOURCES FOR NEEDIER SCHOOLS (AMS-16)  To make the school lunch program increasingly responsive to considerations of economic need by stressing efforts directed toward meeting the needs of schools in local areas of poor economic conditions.	1962
1	ESTABLISHING AND PROMULGATING A UNIFORM SYSTEM OF ACCOUNTS FOR STOCKYARD COMPANIES (AMS-19)  AMS intends to work with the stockyard industry in establishing and promulgating a uniform system of accounts for stockyard companies.	1962
1	PROVIDING MICRONAIRE AND OTHER OBJECTIVE MECHANICAL COTTON FIBER TESTING METHODS UNDER COOPERATIVE AGREEMENTS WITH STATE ORGANIZATIONS (AMS-20)  This program will provide more comprehensive quality information to help producers improve cotton quality and develop better market outlets for their product and to aid cotton merchants and textile manufacturers in locating cotton of the desirable type for specific uses.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	EVALUATION AND ADAPTATION OF NEW INSTRUMENTS AS AIDS IN CLASSING AND PREPARATION OF COTTON STANDARDS (AMS-21)	1962
	The precision, accuracy, and potential use of newly developed instruments in the cotton standardization program or as aids in classing must be carefully evaluated for potential improvements in these programs.	
3	DEVELOPMENT OF MECHANICAL EQUIPMENT TO IMPROVE INSPECTION OF PEANUTS (AMS-22)	1962
	Development of mechanical equipment to facilitate and expedite the inspection of peanuts.	
1	DIRECT RECEIPTS STUDY (AMS-23)	1962
	Buying of fresh fruits and vegetables by large-scale retail organizations direct from shipping point has had an impact on terminal market sales. AMS is studying this problem as it affects Market News reporting primarily to determine the trend, if any, toward lesser use of terminal market facilities and the percentage of total fruit and vegetable unloads at the various markets covered in our wholesale price reports.	
1	DEVELOPMENT OF PROCESSED F&V INSPECTION PROCEDURES COMPATIBLE WITH IN-PROCESS CONTROL (AMS-24)	1962
	Evaluate and study existing inspection procedures on a limited number of products to determine in what respects they can be modified to provide more line control as the product is being packed.	
1	WEEKLY REPORT ON RECEIPTS OF FRUITS AND VEGETABLES BY CITY (AMS-26)	1962
	This report will increase commodity coverage in weekly market news reports issued in producing areas showing combined rail and truck receipts of certain fruits and vegetables, by city, in 41 cities.	



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
7	REVIEW AND IMPROVE PURCHASE PROCEDURES ON FRUITS AND VEGETABLES (AMS-27)	1961
	The project has the objective of expediting purchase operations, reducing possible misunderstanding by prospective bidders, and contributing to more uniform practices and procedures.	
10	IMPROVE ADMINISTRATIVE MANAGEMENT IN THE GRAIN DIVISION, AMS (AMS-28)	1961
	Review and evaluation of all major financial management and administrative procedures employed by the Grain Division operations.	
7	PREPARATION OF GENERAL HANDBOOK ON SECTION 32 PROGRAMS FOR USE AS REFERENCE AND ORIENTATION DOCUMENT (AMS-29)	1962
	The Handbook would be used for reference and educational purposes by employees assigned to these programs.	
7	REVIEW OF TRUST FUND AGREEMENT WITH A VIEW TO CONVERTING, WHEREVER FEASIBLE, INDIVIDUAL TYPE AGREEMENTS INTO MASTER TYPE AGREEMENTS (AMS-30)	1962
	The terms of the present single-type agreements will be reviewed to determine the changes which may be made in the provisions of the agreements to convert them to master-type agreements.	
9	CONSOLIDATION OF PURCHASES (AMS-31)	1962
	Analyses will be made (1) to determine the supplies and materials that are needed on a continuing basis by a number of offices and (2) to determine those items that can be acquired through consolidated purchase action at stated intervals with a savings in actual cost, paperwork or manpower.	

CategoryProgramDate  
Initiated

9

IMPROVED PROPERTY ACCOUNTING SYSTEM -  
WASHINGTON (AMS-33)

1962

Change from an item to a composite system of property records in Washington offices, using ADP equipment to maintain the records and prepare reports.

2

IMPROVED ADMINISTRATION OF FOOD DISTRIBUTION  
PROGRAM FOR NEEDY FAMILIES (AMS-17)

1962

Reevaluation of operations of the direct distribution of food to needy families with a view to improving administration and controls as necessary and practicable, with particular emphasis on procedures for certification of eligibles.

AGRICULTURAL RESEARCH SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
8	REVIEW OF FINANCIAL RECORDS MAINTAINED IN PROGRAM DIVISIONS FOR PURPOSES OF STANDARDIZATION AND SIMPLIFICATION OF SUCH RECORDS (ARS-1)  The objectives of the survey are (1) the elimination of duplicate and unnecessary financial record-keeping and internal reporting; (2) determination of the extent to which program divisions can rely upon, and operate with, the reports now being furnished by the Finance Offices; (3) development of a uniform system for all comparable divisions; and (4) determining what changes, if any are needed in the present accounting system to more effectively serve the needs of the program divisions and management.	1962
9	DEVELOPMENT OF CRITERIA GOVERNING THE USE OF RESEARCH CONTRACTS, COOPERATIVE AGREEMENTS AND MEMORANDA OF UNDERSTANDING (ARS-2)  To develop and revise guidelines for the use of research contracts, cooperative agreements and memoranda of understanding.	1961
6	ESTABLISHMENT OF ADMINISTRATIVE AID POSITIONS AT ARS MULTI-UNIT FIELD LOCATIONS (ARS-3)  To consolidate administrative functions at Multi-Unit Field Locations.	1962
3	USE OF ADP IN TRACING DISEASED ANIMALS TO POINTS OF ORIGIN (ARS-4)  To develop a system, utilizing ADP methods, to positively identify bovine animals with herds of origin and contact, and, as animals are found to be diseased, to trace their movements and locate susceptible animals with which they have come in contact.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	EXPLORE DEVELOPMENT AND APPLICATION OF WORK MEASUREMENT (ARS-5)	1962
	To explore work measurement techniques with a view toward selecting those that will be applicable to the measurement of ARS operations. Then develop a reporting system and conduct pilot studies in selected areas.	
8	STANDARDIZATION OF VOUCHER EXAMINATION PROCEDURES IN ARS FINANCE OFFICES (ARS-6)	1962
	Standardization of voucher examination and other factors into one set of detailed procedures for use in all finance offices would be beneficial.	
5	REVIEW OF QUALIFICATION STANDARDS AND EXAMINING PROCEDURES FOR AGRICULTURAL RESEARCH SCIENTIST EXAMINATION (ARS-7)	1960
	This examination was based on a very complete study of options needed and educational requirements of these options. Also a new rating schedule, which included the use of qualification inquiries, was developed for this examination.	
5	PROGRAM AIDS FOR USE IN THE ARS RECRUITMENT PROGRAM (ARS-8)	1960
	To develop a separate flyer for each major program area, each of which will follow the same basic layout and theme, "Scientific Careers in the Agricultural Research Service."	
5	QUALIFICATIONS FOR ADMINISTRATIVE OFFICER POSITIONS (ARS-9)	1961
	In addition to the basic Civil Service requirements for administrative officer positions in program divisions, certain personal attributes and management skills and abilities are being identified for use in selecting personnel to fill these vacancies.	



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
5	RETIREMENT COUNSELING AND PRERETIREMENT PLANNING (ARS-10)	1961
	Review reference materials which have been published on the subject of retirement counseling and preretirement planning in Government and industry.	
5	SUPERVISORY RESPONSIBILITIES (ARS-11)	1962
	Examine position descriptions, material presented at a Supervisory Development Program conference, and other pertinent data in order to develop a comprehensive statement of supervisory responsibilities.	
5	PROGRAM MANAGERS DEVELOPMENT CONFERENCE (ARS-12)	1962
	It is planned that ARS will schedule five Middle Management Development Programs per year - one in PD and one in the four regions.	

AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
10	TOBACCO MEMORANDUM OF SALE (ASCS-1)  To review the use being made of tobacco memoranda of sales to record and verify the quantity of tobacco sold by producers.	1961
2	IMPROVED METHOD OF EXTENDING PRICE SUPPORT TO GRAIN FARMERS (ASCS-4)  A committee was formed to study alternative means of offering price support to grain producers.	1962
3	ADDITIONAL APPLICATIONS FOR ADP (ASCS-6)  Accounting for: wool and mohair drafts, feed grain drafts and PIK certificates, wheat Stabilization PIK certificates and drafts, grain loan and purchase agreement drafts, ACP drafts, storage facility loan drafts.	1962
3	REVISION OF AGRICULTURAL CONSERVATION PROGRAM PROCEDURES (ASCS-7)  Condense and otherwise simplify a very large and technical procedure for use in county offices.	1962
4	WORK MEASUREMENT IN STATE OFFICES, COUNTY OFFICES, COMMODITY OFFICES, AND DATA PROCESSING CENTER (ASCS-8)  Modifying work measurement system for States and counties so that it will provide information for both budgetary, and job classification and other management purposes.	1962
4	STUDY STATE AND COUNTY COMPLIANCE CHECKING ACTIVITIES (ASCS-9)  Reporters, who check farm compliance, have been paid a daily rate are being paid for units completed as an experiment in selected States. Reporters are also being more intensively trained.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	CRITERIA FOR STAFFING (ASCS-9)  A proposed criteria, to replace previous standards is now being studied. It should be completed within a few months.	1962
5-6	ORGANIZATION AND MANAGEMENT SURVEYS (ASCS-11)  To review manpower and machine utilization in Washington Divisions.	1962
6	TRANSFERRING FUNCTIONS TO FIELD LOCATIONS (ASCS-12)  Personnel Management and Administrative Services and certain fiscal voucher examinations are slated for reassignment to the Management Field Office in Kansas City.	1961
9	IMPROVED SPACE AND EQUIPMENT FOR COUNTY OFFICES (ASCS-14)  The following data is for fiscal year 1962:  Offices moved to better space in different buildings.....273  Offices obtaining additional space in same building.....160  Offices otherwise improved.....517  Offices still requiring substantial improvement.....814.	1962
7	SURVEY OF INTERNAL COMMUNICATIONS (ASCS-15)  Review all types of communications both between field offices and field offices and Washington.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
6	REORGANIZATION OF ASCS (ASCS-16)	1962
	<p>The Agency is being reorganized in parts of its field activities and in Washington headquarters. In Washington the organization is being changed generally from a commodity to a functional structure with a new emphasis on program planning and program appraisal, audit and investigation and farmer programs.</p>	
3	OPTICAL SCANNING (ASCS-17)	1961
	<p>To study the feasibility of reading pertinent information from documents with an optical scanner rather than punching the information into cards.</p>	



COMMODITY EXCHANGE AUTHORITY

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	LICENSING OF BROKERS WITHOUT ISSUANCE OF CERTIFICATES (CEA-1)  The Authority has asked Congress to authorize licensing of brokerage firms without issuing certificates for each licensee, its branch offices and agents. If this is done, the task of processing approximately 450 applications and issuance of registration certificates and 2,250 duplicate certificates will be greatly reduced.	1963
3	IBM TABULATIONS FOR CONTROL CARDS IDENTIFYING COMMISSION AGENTS AND TRADERS (CEA-2)  Under study is the substitution of IBM tabulations for the existing 75,000 control cards of confidential code and tabulation numbers identifying futures commission merchants and large traders reporting to the CEA.	1963
3	NEW TECHNIQUES (SAMPLING METHOD) FOR CONDUCTING TRADE PRACTICES INVESTIGATIONS (CEA-3)  The rapid growth in the volume of trading on the various contract markets has resulted in trade practice investigation techniques becoming cumbersome and wasteful of time and effort. Therefore, CEA is attempting to develop new techniques for conducting such investigations.	1963
3	REVISION OF FORM (SERIES '03) USED BY LARGE TRADERS FOR DAILY REPORTS (CEA-4)  The reporting forms (03 series) filed by large traders will be revised to simplify for large traders the reporting of their positions and futures transactions to the CEA.	1963

COOPERATIVE STATE EXPERIMENT STATION SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
7	RESEARCH DOCUMENTATION, PLANNING, AND COORDINATION (CSESS-1)  Cataloguing current Federal-grant and non-Federally supported research projects. Preparation of a brief abstract for each research project indicating the title, objectives, description of work, project number and State conducting the research. Complete sets and material for currently up-dating have been furnished all 53 State agricultural experiment stations and Science Information Exchange.	1961
7	RESEARCH DOCUMENTATION, PLANNING, AND COORDINATION (CSESS-2) (Extension of CSESS-1)  Involves cooperation with all research agencies of the Department in the development of an improved and com- prehensive system for the presentation of information on current research. This is essential to effective research planning and coordination.	1961
8	CONVERT FINANCIAL RECORD KEEPING TO AUTOMATIC DATA PROCESSING (CSESS-3)  Place financial records of Federal- grant projects on data processing cards for automatic handling.	1962
3	INFORMATION RETRIEVAL SYSTEM (CSESS-4)  Develop a system of information retrieval to meet the particular needs of the Service. Long range plan involves cooperation with other Department agencies to develop information storage and retrieval system for agricultural research.	1963

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
9	EVALUATION OF RESEARCH REVIEW PROCEDURES (CSESS-5)	1962
	Obtain an objective appraisal and evaluation of our research review procedures including procedures for review and approval of new projects, annual progress reports and annual examination of station programs. (Appraisal and evaluation has been made and changes are being implemented.)	
7	IMPROVE COMMUNICATIONS WITH AGRICULTURAL EXPERIMENT STATIONS (CSESS-6)	1962
	Strengthen liaison with the agricultural experiment stations in obtaining information on research findings more promptly and expeditiously. Prepare cooperative station — USDA public releases containing findings of wider than State significance make systematic use of journals and publications, and undertake communications research to improve the dissemination of research findings in the States.	

FARMER COOPERATIVE SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	DEVELOP PROGRAM INDICES FOR USE IN EVALUATING ACCOMPLISHMENTS ON QUANTITATIVE AND QUALITATIVE BASIS (FCS-2)  Develop workload factors and program indices suitable for evaluation of accomplishments under ADP operations. Such indices will also be used in planning, budgeting, and program evaluation.	1962
7	IMPROVEMENT OF FCS INTERNAL COMMUNICATION SYSTEMS (FCS-3)  Study, evaluation, and improvement of the administrative issuances system, staff meetings at all levels, and other communications media.	1962
7	SURVEY OF FCS PROCEDURES FOR WRITING AND REVIEWING AGENCY PUBLICATIONS (FCS-4)  Review and evaluate procedures for writing and review of publications to improved planning of publications.	1962
7	SIMPLIFY AND IMPROVE PROGRAM REPORTS AND RELATED BUDGET DATA (FCS-5)  Comprehensive review and evaluation of program reports and program data in budget submissions.	1963
5	TRAINING IN ACCOUNTING AND FINANCIAL MANAGEMENT OF FARMER COOPERATIVES (FCS-6)  This training course is designed to improve the knowledge and ability of staff members in interpreting financial statements and applying cooperative financial data.	1963



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	CONSOLIDATION OF INSTRUCTIONS ON PLANNING AND PERFORMING DEVELOPMENT WORK AND THE ISSUANCE OF CONSTRUCTION GUIDES COVERING LABOR HOUSING AND RENTAL HOUSING FOR SENIOR CITIZENS (FHA-36)	1962
	Three existing Instructions on planning and performing development work will be consolidated into one Instruction. This will simplify and improve the use of this Instruction by field personnel.	
2	DEVELOPING A METHOD FOR MAKING RURAL HOUSING LOANS ON AN INSURED BASIS (FHA-37)	1962
	Consideration will be given during the next calendar year to developing an insured loan program to finance rural housing. Such a program would place the rural housing loan program on a basis where it would not be dependent entirely on direct Government appropriations and make this essential credit service available to more rural families.	
2	IMPROVE AND SIMPLIFY METHODS OF APPRAISING REAL ESTATE (FHA-38)	1962
	A revision of instructions and forms will improve the appraisal system and permit the making of more sound loans in connection with old and new loan authorizations. They will also improve the training of appraisers and result in the application of more uniform appraisal techniques.	
2	IMPROVE AND CLARIFY PROCEDURES FOR SERVICING REAL ESTATE SECURITY (FHA-39)	1962
	The revised instruction will improve and expedite the handling of leasing transactions by borrowers and simplify the servicing of real estate security and thereby result in a saving of time on the part of representatives of The Office of the General Counsel and employees of this agency.	

FARMERS HOME ADMINISTRATION

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	CONVERT MANUAL AND PUNCHED CARD SYSTEM TO EDP (FHA-26)  Update present EAM installation by installing medium size electronic computer.	1960
2	SIMPLIFY SERVICING PROCEDURES  To provide additional authorizations to county and state staffs for more expeditious service to borrowers and reduce the security servicing actions to a minimum.	1962
2	IMPLEMENT AUTHORIZATION FOR FARMERS HOME ADMINISTRATION TO DISPOSE OF ALL ACQUIRED REAL PROPERTY RATHER THAN TRANSFER EXCESS PROPERTIES TO OTHER GOVERNMENT AGENCIES (FHA-29)  Develop an instruction to delegate to county and state personnel the responsibility for disposing of all real property.	1962
2	ESTABLISH STANDARD ARRANGEMENT FOR SOIL AND WATER ASSOCIATION LOAN DOCKETS (FHA-34)  A standard arrangement for Soil and Water Association Loan dockets will expedite service to the public and will promote greater efficiency in loan docket preparation, assembly, and review.	1963
2	SIMPLIFY AND MODERNIZE AGENCY INSTRUCTIONS FOR SERVICING OF SW ASSOCIATION LOANS (FHA-35)  The complexities of the SW association loan program make it essential that field personnel be provided with clear and concise yet detailed guidance for loan servicing.	1963

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	CONSOLIDATION AND SIMPLIFICATION OF EMERGENCY LOAN PROCEDURES (FHA-40)	1963

To reduce the number of loan making procedures by placing in one procedure for each type of loan all policy, authorization, and processing actions for making loans.

FEDERAL CROP INSURANCE CORPORATION

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
1	DEVELOPMENT OF TRAINING PROGRAMS FOR INSURANCE SALESMEN (FCIC-4)  Development of complete and comprehensive sales training manuals for persons selling crop insurance as well as a formalized program for training meetings to be held at all levels in the field.	1962
5	CHANGE IN PROGRAM OPERATIONS AT COUNTY AND LOCAL LEVELS (FCIC-6)  Change in organization and staffing pattern at county and local levels; use of more full-time career Federal employees insofar as possible instead of relying so heavily on part-time, intermittent WAE personnel.	1962
5	SURVEY OF STATE OFFICE OPERATIONS AND PERSONNEL PRACTICES TO IMPROVE WORK FLOW AND STAFFING (FCIC-7)  The Administrative Division has inaugurated a survey and analysis of the Corporation's field office jobs to determine the adequacy of the Corporation's position classification specifications for field office positions.	1962
3	USE OF AUTOMATIC DATA PROCESSING FACILITIES IN KANSAS CITY, MISSOURI (FCIC-8)  Studies are underway to determine the feasibility of utilizing ADP for program accounting and statistical operations using facilities being established by the Department in Kansas City, Missouri.	1963
5	DEVELOPMENT OF FORMAL TRAINING PROGRAM FOR ALL EMPLOYEES OF THE CORPORATION (FCIC-9)  Develop formalized programs for training in those occupations and positions which are not included in current training programs.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	BROADEN INTERNAL AUDIT BY INCORPORATING INTO THE OPERATIONAL PROCEDURES OF THE INTERNAL AUDIT STAFF INSTRUCTIONS TO PERFORM FUNCTIONAL INSPECTIONS OF ALL PROGRAM OPERATIONS (FCIC-12)	1962

Improved management control over the Corporation's operations has been formally provided for in the functional chart description for internal audit and incorporated into the position descriptions.

FEDERAL EXTENSION SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
10	REVISION AND CONSOLIDATION OF FEDERAL- STATE AGREEMENTS, REPORTS, AND OTHER DOCUMENTS (FES-1)  This project involves developing procedures and regulations for State Extension Service use in preparing and implementing revised documents.	1962
6	DECENTRALIZATION OF PERSONNEL AND FISCAL OPERATIONS RELATING TO COOPERATIVELY APPOINTED PERSONNEL (FES-2)  Decentralized operation to State level will eliminate delay in processing fringe benefits material and eliminate duplication of records and effort on part of FES and State.	1962
7	IMPROVED DISTRIBUTION OF PUBLICATIONS (FES-3)  Continuation in development of program for helping State and County Extension Services in establishing uniform policies and procedures for determining publi- cation needs, notifying interested individuals of new and revised publications, establishing ordering procedures and controlling stocks of publications.	1962

FOREIGN AGRICULTURAL SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	PARTICIPATION IN U. S. TRADE CENTER PROGRAM (FAS-1)  The purpose of this effort is to provide in key markets a showcase where U. S. Agricultural firms can systematically cultivate buyer interest by product introduction and displays, exhibits and demonstrations, nutrition education, publicity and advertising, sample distribution, receptions, luncheons, customer and account service, and so forth.	1961
2	USE OF COMMERCIAL SALES OPERATIONS AT INTERNATIONAL TRADE FAIR EXHIBITS (FAS-2)  Preliminary indications are that commercial "grocceteria" selling operations at international trade fairs are quite effective in stimulating foreign consumer interest in American processed foods, and in encouraging participation of the U. S. food processing industry in export trade. This pattern of commercial operation will be promoted at the Cologne and Amsterdam Trade Fairs this year.	1962
3	INSTALLATION OF HEADQUARTERS/FIELD INTERNATIONAL TELEX COMMUNICATION SYSTEM (FAS-3)  In February 1963, technical installation of an international Telex direct-dial two-way communication system was completed. This system links FAS/W to 33 of its overseas Agricultural Attache offices in a vast communication network. International Telex will enable the Service to expedite availability of foreign market intelligence to U. S. producers and exporters, and to set daily feedgrain subsidy allowances on a broader basis of current market facts.	1961

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	USE OF EDP FOR AGRICULTURAL ATTACHE REPORTS (FAS-4)	1961
	More than five thousand foreign agricultural marketing reports are received annually from Agricultural Attache offices at 61 posts abroad. The Service is exploring ways and means of storing, retrieving, and utilizing this data to better advantage by use of electronic data processing equipment.	

FOREST SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	FIRE CONTROL COOPERATION (FS-14)  Special studies are being made with Department of the Interior agencies with fire protection responsibilities to determine locations where joint or combined fire attack forces can be located to serve fire needs of several agencies.	1962
4	REQUIRE TIMBER PURCHASERS, AS A CONDITION OF SALE, TO DISPOSE OF SLASH, DO T.S.I. WORK, ETC. (FS-15)  Under the terms of National Forest timber sale contracts, essential slash disposal, erosion control, road maintenance, and other work made necessary as a result of the purchaser's logging operations are the responsibility of the purchaser. Frequently, this work is being performed by Forest Service employees with cooperative funds deposited by the purchaser. It appears possible that much of this work can be performed satisfactorily with the purchaser's own crews and equipment, since both his labor and equipment already are available on the logging job.	1962
3	DATA ASSEMBLY (FS-16)  The principal purpose of the project is to determine the adequacy of both the data collected for control of Forest Service operations and long-range planning and the methods by which the data are collected and processed.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
9	ORGANIZATION AND OPERATION OF AIRCRAFT AND AIRCRAFT FACILITIES (FS-17)	1962
	There is opportunity to improve operational efficiency of Forest Service aircraft, especially that used interregionally, and make material savings by centralized control of aircraft purchases, replacements, and maintenance.	
9	AIRCRAFT NEEDS FOR STANDBY PURPOSES (FS-18)	1962
	The Division of Fire Control has initiated this study to determine as precisely as possible the number of aircraft needed on standby for fire attack purposes.	
9	STOCKPILE SEED FOR REVEGETATION AND REHABILITATION PURPOSES (FS-19)	1962
	A stock pile system will permit acquisition of seed when supply is plentiful and prices are more favorable. Availability of seed when needed will permit better planning resulting in higher efficiency.	
3	EXPANSION OF ADP APPLICATIONS (FS-22)	1962
	Feasibility studies are being made on a recurring basis to determine program susceptibility to automatic data processing and economy of operations.	
4	INCREASE DELEGATIONS OF AUTHORITY TO FIELD OFFICES (FS-23)	1962
	Delegations to the field from the Department level and from the agency level have substantially reduced paper detail and have speeded up action at the ground level.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	CONSOLIDATION OF MANAGEMENT SERVICES (FS-24)	1962
	Study consolidation of management and administrative services for research stations and Regional Offices. Similarly, study National-Forest management services and activities.	

RURAL ELECTRIFICATION ADMINISTRATION

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	DEVELOPMENT OF INSTRUCTIONS AND GUIDELINES FOR THE REVIEW AND ANALYSIS OF REA TELEPHONE BORROWERS' OPERATING REPORTS (REA-1)  Develop for the use of Area offices (line), instructions and guidelines for the review and analysis of borrowers' operating reports. Such instructions would result in improved REA service to the telephone borrower.	1963
1	APPROVAL OF THE TELEPHONE LINE EXTENSION CONSTRUCTION CONTRACT, REA FORM 756 BY THE FIELD ENGINEERS (REA-2)  Give the field engineers the authority to approve Telephone Line Extension Construction Contracts, REA 756.	1962
3	ANALYSIS OF TECHNICAL OPERATION AND MAINTENANCE STUDIES (REA-3)  Train area engineering personnel on conducting operations and maintenance studies, analyzing results and making appropriate recommendations so that REA can more effectively assist telephone borrowers in improving technical operations and maintenance practices and techniques.	1963
1	REVISION OF REA TELEPHONE SYSTEM DESIGN REQUIREMENTS (REA-4)  Conduct complete review and analysis of existing REA system design requirements to incorporate new develop- ments in telephony and delete those which are less practical or obsolete.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
1	DEVELOPMENT AND IMPROVEMENT OF ELECTRONIC EQUIPMENT (REA-5)	1961
	Complete evaluation of carrier, voice frequency and mobile radio telephone equipment, and list those found acceptable in the List of Materials Acceptable for Use on REA Borrowers' systems.	
1	SPECIFICATIONS FOR EDUCATIONAL TV (REA-6)	1962
	This project will be to develop initial specifications for materials, accessory equipment and construction techniques for educational TV facilities.	
1	IMPROVED SERVICE FOR SPARSELY SETTLED AREAS (REA-7)	1961
	To make possible the improvement of telephone service to sparsely settled areas.	
1	QUALITY CONTROL OF PLASTIC-INSULATED PRODUCTS (REA-8)	1961
	So that the quality of plastic products used on borrowers' systems will meet minimum requirements for good telephone service and low annual charges, REA has issued new and improved specifications for plastic-insulated products.	
1	GRADED SERVICE FOR RURAL AREAS (REA-9)	1961
	Develop equipment specification and design techniques which can make one- and two-party service available to rural areas at reasonable rates.	
3	PROCEDURE FOR PROCESSING THROUGH TECHNICAL STANDARDS COMMITTEES NEW AND UNTRIED ITEMS OF MATERIAL AND EQUIPMENT (REA-10)	1962
	To develop a procedure, described in a memorandum to the Technical Standards Committees, to provide guidance in the handling of new and untried items of material and equipment and revise the pertinent REA Bulletin and Staff Instruction accordingly.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	DEVELOPMENT OF A GUIDE FOR REA BORROWERS IN PREPARING EMERGENCY AID PLANS (REA-11)	1960
	The objective is to prepare a bulletin that will serve the REA electric borrowers as a guide in preparing realistic plans for systematic action in serious emergencies where severe damage to the lines interrupts service on large parts of the electric distribution or transmission system.	
1	REVISION OF REA BULLETIN 40-4, STANDARDS FOR MAPPING FOR REA BORROWERS (REA-12)	1962
	To revise an existing REA standard (Bulletin 40-4) and make available an up-to-date mapping guide.	
1	REVISION OF REA FORM 803, SPECIFICATIONS AND DRAWINGS FOR 14.4/24.9 KV LINE CONSTRUCTION (REA-13)	1962
	A number of developments have occurred in equipment and construction techniques which have made sections of the standards obsolete or in need of revision.	
1	PREPARATION OF STANDARDS AND SPECIFICATIONS FOR UNDERGROUND CONSTRUCTION (REA-14)	1962
	To prepare new standards and specifications for construction of underground distribution systems.	
1	POLE PERFORMANCE STUDY (REA-15)	1951
	Information on the failure rate of poles is needed which, when analyzed, will provide guidance to borrowers in the operation and management of their systems, and will inform REA of the effectiveness of present methods and indicate where improvement can be made.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
8	IMPROVEMENT OF THE QUALITY OF AUDITS OF BORROWERS' RECORDS BY CPA'S THROUGH REVISION OF THE MINIMUM AUDIT REQUIREMENTS (REA-16)	1962
	To restate and clarify REA minimum standards for CPA audits of borrowers' books and records with the view of obtaining complete factual information on the financial condition and the operations of each borrower.	
8	REVISE AND UPDATE THE REA INTERNAL ACCOUNTING MANUAL (STAFF INSTRUCTION 720-2) (REA-18)	1963
	The REA Internal Accounting Manual was developed in 1954 and installed on July 1, 1955. Since that time various chapters of the manual have been updated as needed, but no general review of the accounting procedures and techniques have been made.	
1	FIELD APPROVAL OF CERTAIN ELECTRIC DISTRIBUTION LINE CONSTRUCTION CONTRACTS BETWEEN REA BORROWERS AND CONTRACTORS (REA-19)	1962
	It is planned to develop procedures which will allow field approval of certain contracts between REA borrowers and contractors for the construction of electric distribution facilities.	
3	THE APPLICATIONS OF AUTOMATIC DATA PROCESSING TO REA ELECTRIC BORROWERS' OPERATIONS (REA-20)	1962
	A publication is being prepared covering the application of data processing methods to REA electric borrowers' operations.	
8	FINANCIAL FORECAST - ELECTRIC DISTRIBUTION SYSTEMS (REA-21)	1962
	The purpose of this project is to provide electric distribution borrowers with suggested techniques for the preparation of a long-range financial forecast.	



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
5	ACCOUNTANT TRAINEE PROGRAM (REA-22)	1962
	Under the proposed training agreement eligible candidates for Grade GS-5 may be promoted to GS-7 after completing the six-month trainee program. With these added training and pay incentives REA expects to fill most of their budgeted needs for accountants, both for Washington, D. C. and for field locations.	
5	SEMINARS ON MANAGEMENT AND ADMINISTRATION (REA-23)	1963
	This project is in the nature of a seminar, designed to acquaint persons in managerial positions at GS-12 and above with recent books and publications which are making major contributions to the field of management and administration.	
4	REAPPRAISAL OF REA'S PRODUCTION CONTROL ACTIVITY (REA-24)	1962
	To reappraise the need for the effectiveness of the program production control system in REA maintained to assure the expediting of processing steps involved in making loans and constructing rural electric and telephone facilities.	
5	TRAINING COURSE IN POWER SYSTEMS ENGINEERING (REA-25)	1962
	The Power Systems Engineering Course has been set up to provide REA engineers associated with various facets of electric utility work an opportunity to gain an overall technical grasp of the modern power system.	
1	PREPARATION OF STANDARDS AND SPECIFICATIONS FOR GENERATING FACILITIES AND TRANSMISSION LINES AND SUBSTATIONS (REA-26)	1962
	To provide engineering standards for the large capacity generation and transmission facilities increasingly required in the REA program.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
1	INVENTORY OF MOBILE OR SKID GENERATING UNITS (REA-27)  A central clearing house of information as to the location and type of generating equipment for use in emergencies is desirable.	1963
3	STUDY OF ASSUMPTIONS AND METHODS USED IN POWER PLANNING ANALYSIS (REA-28)  Evaluation and study of the underlying assumptions and methods used in estimating costs for the power planning analysis in connection with generation and transmission loans.	1962
5	SUPERVISORY TRAINING PROGRAM - FIRST-LINE SUPERVISORS (REA-29)  This program will consist of 12 lecture-discussion sessions. A "text" entitled <u>Management for Supervisors</u> (prepared by the Federal Aviation Agency) will serve as background material for each session.	1963
2	ORIENTATION SERIES BY FEDERAL AGENCIES ENGAGED IN THE RURAL AREAS DEVELOPMENT AND AREA REDEVELOPMENT PROGRAMS (REA-30)  To familiarize and to maintain current knowledge of the RAD Staff with the activities, policies and procedures of other Federal agencies engaged in rural areas development and area redevelopment activities in order to be of maximum assistance to REA borrowers and others in the economic improvement of rural areas.	1961
1	RURAL AREAS DEVELOPMENT SURVEY (REA-31)  To enable REA to assess the rural areas development accomplishments of its borrowers and to help REA to gear its RAD efforts to provide maximum assistance to its borrowers in the economic development of the areas they serve.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
1	PROPOSED MAIL MATERIAL TO REA BORROWERS, FIELD PERSONNEL AND STATEWIDE ORGANIZATIONS (REA-32) To use printed material to stimulate interest and to encourage active REA borrower participation in the economic development of their service areas and thereby reduce the necessity for Federal and other outside assistance.	1962
3	REVISION OF POWER REQUIREMENTS PRACTICES AND PROCEDURES (REA-33)  To establish procedures whereby complete power requirement and irrigation studies in the field are made for all borrowers on a two-year revolving basis.	1962
1	REA SAFETY MANUAL FOR ELECTRIC BORROWERS (REA-34)  To provide a safety manual for use of borrowers and REA offices working with borrowers.	1962
3	STUDY OF INSURANCE (REA-35)  To establish the soundness of a continued separate workmen's compensation coverage code and classification for REA-financed electric cooperatives.	1962
3	STREAMLINING INSURANCE ACTIVITIES (REA-36)  To achieve economies by reduction of insurance policy processing.	1962
5	IMPROVEMENT OF ORGANIZATION, PROCEDURES AND MANPOWER UTILIZATION IN POWER SUPPLY ACTIVITIES (REA-37) To meet the manpower needs of the agency's expanding power supply program to the greatest possible extent through the improvement of organization, procedures, and the reassignment of personnel working elsewhere in REA.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
1	DEVELOPMENT OF CONSUMER BENEFITS PROGRAM (REA-38)	1962
	To develop a coordinated program for the use of REA and borrowers in assuring that the benefits of the REA program accrue to rural consumers receiving electric and telephone service from facilities financed by the Government.	

SOIL CONSERVATION SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	PROGRESS REPORTING SYSTEM (SCS-2)  This system is designed to accumulate items of accomplishment from 3038 field locations and summarize them by locations and SCS organizational levels by ADP.	1962
4	ORGANIZATION OF WORK IN WORK UNITS (SCS-3)  This is a project designed to systematize and improve work organization in over 3,000 Work Units to attain the maximum use of time, and facilities in furnishing technical assistance to land owners and operators.	1961
5	ENGINEERING TRAINING FOR SUB-PROFESSIONAL ENGINEERING AND CONSERVATION AIDS (SCS-4)  This plan envisions definite improvement in SCS field operations by improving both the quantity and quality of field engineering work.	1962
3	ENGINEERING EVALUATION OF WATERSHED PROTECTION MEASURES (SCS-5)  In cooperation with ARS, to develop a mathematical model and an electronic computer program for rapidly and efficiently evaluating the physical effects of any given combination of watershed protection measures on local and downstream floods and for determining the best combination of measures.	1962
3	WATER SURFACE PROFILES (SCS-6)  To develop a computer program to determine water surface profiles and areas inundated during various flood flows.	1960

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
5	POSITION CLASSIFICATION DESK-AUDIT PROGRAM (SCS-8) Reduction in classification desk-audit coverage from 25% of all classified positions to 10% of the common type positions and 15% of all others.	1962
6	CONTRACT ADMINISTRATION - FLOOD PREVENTION AND PL-566 WATERSHED PROGRAMS (SCS-9)  Training engineers, contracting officers and contract specialists in the administration of construction contracts. A series of five contract administration training sessions have been completed. Training on an individual basis will be continued for many months.	1961
9	RECORDS STUDIES - WATERSHED ACTIVITY RECORDS (SCS-10) Review of all watershed records, to determine the proper distribution; a systematic arrangement for cataloging; identification of record copy and disposal of watershed records.	1961
3	INCREASED EFFICIENCY OF SOIL SURVEY OPERATIONS (SCS-16) Demands for soil maps and interpretations continue to expand rapidly. A number of steps have been taken to increase the number of acres mapped annually.	1962
3	INCREASED EFFICIENCY IN SOIL CORRELATION (SCS-17)  A system of recording selected information about individual soil series on Keysort cards for use in soil classification and correlation is being installed.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	STUDY TO EVALUATE THE "COLD-TYPE" PROCESS IN PRINTING THE MANUSCRIPT PORTION OF <b>SOIL</b> SURVEYS (SCS-18)  Prepare and print by "cold-type" process several soil survey reports. A record will be kept regarding the time and cost of the <b>various</b> operations. These records will be used to evaluate the advantages, if any, of the "cold-type" versus the "hot lead" method of printing soil surveys.	1962
4	CONTRIBUTIONS FOR SOIL SURVEY WORK FROM OUTSIDE SOURCES (SCS-19)  Through publications, policy memorandums and <b>correspondence</b> , State and local agencies and groups are encouraged to contribute to the cost of soil surveys.	1962
3	MAPS FOR FARM AND RANCH PLANS (SCS-20)  This activity is constantly being studied with a view toward improving services and savings with good results.	1962
3	SOIL MAPS FOR PUBLISHED SOIL SURVEYS (SCS-21)  Savings have resulted from the adoption of the mosaic-type map and improvements in methods of operation in all phases of map preparation.	1962
3	KELSH PLOTTER WORK (SCS-22)  The production of topographic maps through the use of stereo-plotting instruments has released scarce field technicians for planning and construction of specific engineering jobs, such as watershed protection and flood pre- vention structures, irrigation or drainage layouts, land leveling, etc.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	ENCOURAGEMENT OF STATE CONTRIBUTIONS TO SOIL AND WATER CONSERVATION WORK (SCS-23)	1962
	Making known through various means to State legislative and executive officials of appropriate State agencies to extent of the soil and water conservation problems in the State and suggesting that State and local agencies participate in their solution and correction.	
5	RETIREMENT POLICY DEVELOPMENT (SCS-24)	1962
	The Service is attempting to establish policy which will include among other things pre-retirement preparation.	
5	MANAGEMENT TRAINING (SCS-25)	1962
	Each State has been asked to develop and take additional steps to ascertain that all supervisors receive needed management training.	
5	DEVELOP MORE EFFECTIVE COORDINATION WITHIN STATES OF VARIOUS SERVICE PROGRAMS, I.E., P.L. 566, P.L. 46, and P.L. 1021 (SCS-26)	1962
	Improvement in coordination of the various programs for which SCS is directly responsible to make better use of time of technicians and interchange of data.	
4	USE OF CONSERVATION NEEDS INVENTORY (SCS-27)	1962
	Make more effective use of conservation needs inventory in appraising long and short term requirements for and distribution of SCS resources.	
4	LAND USE PLANNING (SCS-28)	1962
	Continue adjusting policies and activities of the SCS in the broad field of land use planning, and arranging to coordinate activities with those of other Federal, State, and local agencies.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
5	OFF-THE-JOB SAFETY (SCS-29)	1962
	On the basis of the statistics develop a more concerted effort to make all our employees aware of the off-the-job safety problem.	
5	A STUDY OF THE NEED FOR WORK UNIT CLERKS (SCS-31)	1962
	This project is designed to determine where and how much clerical employment is needed in work units now because of changes in record keeping and reporting requirements for work units resulting from other system changes installed or to be installed in the future.	
3	USE OF TELLUROMETERS (SCS-32)	1962
	The Cartographic Division of SCS has recently acquired a tellurometer, an electronic surveying instrument. Plans are now underway to train personnel in its use.	
3	NEW METHODS FOR ANALYSIS OF SOILS (SCS-33)	1960
	Review of methods used for chemical and physical analyses of soils to find whether cheaper reliable methods may be used.	
3	USE OF COMPUTERS IN WATERSHED PROJECT FORMULATION (SCS-34)	1961
	Presently experienced hydrologists and engineers must judge the best among many alternatives in developing dam sites in watershed projects. With a computer, many more alternatives and their interrelationships can be checked and sorted.	
4	WORK UNIT ACTIVITY INDICATORS (SCS-35)	1962
	A study of work units has been undertaken to try to find a method to use in <b>locating</b> work units where productivity might be lagging or too costly.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	TRAVEL STUDIES (SCS-36)	1963
	Through detailed travel studies, the SCS stands to profit from a dollar reduction in cost of miles travelled, a shift in vehicle replacement schedules, and a shift in time spent on driving to time spent servicing farmers and ranchers.	
6	AREA CONSERVATIONIST'S SPAN OF CONTROL (SCS-37)	1962
	Recent studies indicate the number of work units a single man can handle can safely be increased to an average of 12. Management training, more careful selection of area conservationists, and improved supervision by State offices, have all contributed to the improvement in AC operation.	
3	INSPECTION SYSTEM CHANGE (SCS-38)	1963
	The new system eliminates about 1943 inspections per year, replacing them with about 95 more comprehensive inspections aimed at the area <u>as a whole</u> , and eliminating specific work unit program inspections as such.	

STATISTICAL REPORTING SERVICE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	IMPROVEMENT IN CROP AND LIVESTOCK ESTIMATING INCLUDING USE OF AUTOMATIC DATA PROCESSING METHOD (SRS-1)  Update long-range program to reflect modifications in plans of preliminary report written in 1957 to incorporate latest recommendations and to give attention to EDP techniques.	1961
3	RESEARCH AND DEVELOPMENT IN ESTIMATING AND FORECASTING (SRS-2)  A program of applied research designed to strengthen and improve the methodology used in collecting agricultural statistics is being conducted. This improvement in methodology is expected to increase the precision and reliability of estimates.	1954
1	ORGANIZATION FOR COLLECTING FARM STATISTICS (SRS-3)  Use of the SRS enumerative survey program for the collection of other farm statistics needed for particular programs.	1961
5	EMPLOYEE TRAINING AND DEVELOPMENT (SRS-4)  Give emphasis to training and development of SRS employees in professional and technical areas.	1960
4	WORK MEASUREMENT STUDY (SRS-5)  Information from work measurement studies in field offices will facilitate allocation of resources and manpower utilization and provide valuable information for management on a local and National basis.	1962



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
2	PILOT PROJECT ON USE OF FEDERAL AGENCY FIELD PERSONNEL AS ENUMERATORS ON SRS ENUMERATIVE SURVEYS (SRS-6)	1963

At the request of the Senate Appropriations Committee, the Department is undertaking a project to evaluate the possibility of using regular personnel from various agencies as enumerators in SRS surveys.



NATIONAL AGRICULTURAL LIBRARY

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
1	NATIONAL LIBRARY SYSTEM FOR FIELDS OF AGRICULTURE AND BIOLOGY (NAL-4)  The library is planning a national library system for the fields of agriculture and biology, through a planned formal cooperation with Land-Grant College and State University Libraries, Experiment Station and State libraries.	1962
2	EXPANDED ACQUISITION OF FOREIGN PUBLICATIONS - AGRICULTURAL ATTACHES (NAL-6)  To provide for a systematic identification and acquisition of foreign agricultural materials.	1962
2	COPYRIGHT LAW REVISION (NAL-7)  A new approach to the Copyright Law Revision has been suggested and a letter is being prepared to the Librarian of Congress requesting his approval.	1962
1	PROVISION OF TRANSLATION SERVICE TO RESEARCHERS (NAL-8)  Funds not appropriated. Possibility of handling on contract or reimbursable basis until budgeted.	1962
10	SYSTEMATIC PROGRAM FOR PRESERVATION OF UNIQUE AGRICULTURAL INFORMATION (NAL-9)  This is in progress, acceleration of project is dependent on amount of funds made available.	1963
3	AUTOMATION, STORING AND RETRIEVING PUBLISHED INFORMATION (NAL-10)  A study of the subject indexing in the Bibliography of Agriculture and a review of the subject cataloging in the card catalog to coordinate subject indexing for these two and a machine.	1963

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	AUTOMATION - ORDERING, RECEIPTING AND RECORDING JOURNALS (NAL-11)	1961
	Flow charting of Acquisition Division begun by Task Force ABLE. In progress.	
	Flow charting of Division of Catalog and Records begun, including serial records, by Task Force ABLE. In progress.	
	Serial Transit Study begun by Task Force ABLE. In progress.	
3	AUTOMATION - CHARGING MATERIALS FOR LENDING (NAL-12)	1962
	To improve the efficiency with which materials are charged to borrowers.	
3	AUTOMATION - FACISIMILE TRANSMISSION OF PUBLISHED INFORMATION (NAL-13)	1962
	The Library plans to continue exploration of various machine capabilities and to determine and adopt the most feasible, practical and efficient automated methods for: Ordering, receipting and recording journals. Storing, charging and retrieving published information. Facsimile transmission of published information.	
1	EXPANDED ACQUISITION OF FOREIGN PUBLICATIONS - GENERAL (NAL-15)	1962
	To expand the foreign holdings of the National Agricultural Library for the benefit of the country as a whole.	

OFFICE OF BUDGET AND FINANCE

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
8	STUDY TO DETERMINE SAVINGS AND ADVANTAGES OF USING COST TYPE BUDGETS AND ACCRUAL ACCOUNTING ONLY FOR THOSE OPERATIONS AND FUNDS WHERE RESULTS ARE MEANINGFUL (BF-1)  The project would evaluate at the agency level for the various types of appropriations or funds involved, any benefits — actual and potential — of improved management resulting from accrual accounting and cost-based budgeting.	1962
8	TO DETERMINE THE FEASIBILITY OF CHANGING TO A LATER DATE THE INITIAL APPORTIONMENT OF PERMANENT APPROPRIATIONS (BF-2)  Where permanent appropriations constitute only a part of the funds available for financing various organizational units, the project proposal stated that more realistic plans and apportionments can be made when the total financing of a unit has been tentatively approved. The project proposes, therefore, that a later date, not later than June 15, be studied as the deadline for the submission of apportionment schedules for permanent appropriations.	1962
8	REVISION OF TIMING SCHEDULE FOR PREPARATION OF ANNUAL BUDGET ESTIMATES (BF-3)  The project stated that the timing for submission of material for the annual budget needed to be revised. Certain items of the budget were said to be due earlier than other items basic to their preparation.	1962
8	SIMPLIFY BUDGET PREPARATION (BF-4)  The project proposes that the "Detail of Personnel Compensation" now required by Budget Bureau Circular A-11 as part of the printed budget be eliminated.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
8	STUDY THE POSSIBILITY OF ELIMINATING ROUTING OF CERTAIN SF 1151 NONEXPENDITURE TRANSFER AUTHORIZATIONS THROUGH THE OFFICE OF BUDGET AND FINANCE (BF-5)	1962
	The project would study the possibility of allowing agencies to forward SF 1151's directly to the Treasury without signature by the Director of Finance where the amount of the transfer is determined by prior legislation or administrative action known to the Office of Budget and Finance.	
8	SIMPLIFIED APPROPRIATION STRUCTURE (BF-6)	1962
	The project would attempt to determine the feasibility of altering the appropriation structure now in the annual appropriation act for the Department of Agriculture.	
8	USE OF STATISTICAL SAMPLING IN VOUCHER EXAMINATION (BF-8)	1962
	Presently all vouchers submitted for payment are examined in detail before being certified for payment. It is proposed that, in lieu of this detailed examination, a selective system of voucher examination be installed, whereby vouchers would be examined on a sample basis.	
8	ELIMINATE VOUCHER SUSPENSIONS OF NOMINAL AMOUNTS (BF-9)	1962
	This proposal would eliminate the need for making voucher suspensions where nominal amounts are involved. The amount of tolerance could be set at \$1.	
8	ELIMINATE CERTAIN DATA NOW REQUIRED TO BE REPORTED ON THE TIME AND ATTENDANCE REPORTS (BF-11)	1963
	Existing regulations (GAO and Departmental) require:	
	1. That time (clock hours) be recorded on the T&A report when:	
	a. the tour of duty involves night differential work	



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b. the work hours involved are irregular

c. in certain situations leave is involved

2. That the payroll office review the correctness of the T&A.

This project is designed to consider the feasibility of eliminating the above requirements on the T&A.

8	ELIMINATION OF SF-1081'S BETWEEN AGENCIES AND DEPARTMENTS (BF-12)	1963
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In lieu of SF-1081 between Agencies and Departments, use the billing Agencies' billing form to bill other Agencies and Departments. Upon receipt of bill by office billed, they would schedule the bill for payment on SF-1166 Voucher and Schedule of Payments and forward directly to the Disbursing Officer for payment in the regular check issued manner.

8	STUDY THE FEASIBILITY OF COMBINING THE ACCOUNTING AND REPORTING FOR PRIOR YEAR APPROPRIATED FUNDS WITH THE CURRENT YEAR (BF-13)	1963
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Under the present procedure funds are accounted for and reported separately for 3 fiscal years. From an accounting standpoint, it would be possible to transfer the unliquidated obligations remaining at the end of the first year, together with a matching amount of funds into the current fiscal year based on the certified obligation of the fund status report required under Section 1311 as at June 30 of each year. The accounting operations for such prior year funds would be segregated from those of the current year funds by the use of special allotments.



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
8	STUDY THE PRACTICABILITY OF USING PRESENT HISTORICAL DATA AND A SELECTIVE METHOD OF CURRENT TRAVEL FOR ANALYSIS OF AGENCY TRAVEL EXPENDITURES AND THEREBY ELIMINATE TRAVEL REPORT SHOWING MILEAGE AND PER DIEM OBJECTIVE CLASSIFICATION SUB-CATEGORIES BY APPROPRIATION (BF-14)	1963
	Study by the Department to determine whether it is feasible to use past historical and current data to permit management analysis of agency travel expenditures.	
8	SIMPLIFY PROPERTY ACCOUNTING SYSTEMS (BF-15)	1963
	The feasibility of discontinuing capitalizing Personal Property on the accounting records.	
	The feasibility of entering on the accounting records once each year for reporting purposes the total value of Personal Property owned by each agency to be taken directly from the Property Record Cards.	
	The feasibility of modifying the present requirements in order to eliminate the complications now imposed as a result of the criteria on which property is capitalized.	
8	UNIFORM ACCOUNTING SYSTEMS (BF-16)	1963
	Study feasibility of development of a uniform minimal accounting system which after approval by GAO could be used by USDA agencies as a basis for the evaluation of their existing accounting systems and for needed revisions subject to approval by the Department.	

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
8	COST ACCOUNTING SYSTEM (BF-17)	1963
	Explanation of need for more detailed cost information for use by management in administering areas of work such as projects, functions or organizational units.	
8	DEVELOP PLAN FOR COMMON BILLING TO ALL FEDERAL AGENCIES FOR PASSENGER AND FREIGHT SERVICES (BF-19)	1963
	Study and consult with GAO and carriers to determine if it would be:	
	Feasible for carriers to bill for all services, both passenger and freight at stated intervals, <u>i.e.</u> , monthly or semi-monthly; and	
	Possible for carriers to submit a common billing for transportation services, both freight and passenger, for all Government agencies.	
8	SIMPLIFICATION OF TRAVEL AUTHORIZATION (BF-20)	1963
	This project involves the possible elimination of the use of Form AD-200, Request for Travel Authorization.	
8	STUDY TO DETERMINE MOST EFFICIENT AND ECONOMICAL METHODS OF ADVANCING FUNDS TO STATES AND OTHERS FOR COOPERATIVE EFFORTS (BF-21)	1963
	In some instances, if not in many, it is difficult to determine the amount of money to be advanced with a result that excess money advanced to the immediate need of the State is invested on an interest-bearing basis.	
	The money loses its identity as Federal funds under certain types of investment and the determination of interest earned on such funds is impossible to make. In other cases the Federal funds may be invested in interest-bearing U.S. Government Bonds without return of such interest to the advancing agency.	

OFFICE OF INFORMATION

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
7	EXPERIMENTAL USE OF VIDEO TAPE TO PROVIDE FASTER SERVICE TO TV STATIONS (INF-1)  The production of short features for television station use by means of video taping processes is still being tested, using video taping facilities owned and operated by other Departments.	1961
7	SELECTION OF PRACTICAL METHODS OF PRETEXTING PUBLICATIONS (INF-2)  Cooperative study with Michigan State University to test manuscripts with farmers themselves before publication.	1960
7	USE OF AGRICULTURAL INFORMATION IN U. S. DAILY AND WEEKLY NEWSPAPERS (INF-3)  A sample of 200 weeklies of 700 or more circulation issued during the first quarter of Calendar 1962 was studied, as also was a sample of 200 daily newspapers issued early in 1962.  A preliminary report on the study of the weeklies is completed. A similar preliminary report on the dailies is near completion.  Preparation of a final report on this study is in abeyance pending return of the Publications Research Specialist from leave for advanced study. His return is expected in mid-1963, following which the report is expected to be prepared during Fiscal 1964.	1961

OFFICE OF MANAGEMENT APPRAISAL AND SYSTEMS DEVELOPMENT

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	PAYROLL AUTOMATION FOR THE DEPARTMENT OF AGRICULTURE (PADA) (MASD-1)  This is one of five major programs in the Department of Agriculture MODE Program (Management of Objectives with Dollars Through Employees). The PADA program has as its objective the computation of pay of all Department employees through the use of ADP. It will also provide a base record to supply financial and statistical information for other areas of application in the MODE Program.	1961
3	AGRICULTURE DEPARTMENT AUTOMATED MANPOWER (ADAM) (MASD-2)  The ADAM program has as its objective the automation of personnel records and reports. Data for this system will come from the payroll application (PADA). Information for numerous personnel reports will be developed from this program.	1961
3	FINANCIAL ANALYSIS OF MANAGEMENT EFFECTIVENESS (FAME) (MASD-3)  The FAME program objectives are to gather, analyze, and report budget information through the use of ADP. The first phase will cover employment and salary costs. As experience and necessity dictate, other costs will be included. Statistical and analytical reports will be prepared for all levels of management, and budgetary and expenditures data will be generated for the GAME program.	1961



<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
3	MANAGEMENT OF HUMAN RESOURCES (MOHR) (MASD-4)	1961
	<p>The objectives of the MOHR system are to develop and better use abilities of each Department employee. Information on scientific, professional, technical, executive and administrative manpower will be maintained. This information will be provided to management to more effectively develop and use the maximum potential of each employee.</p>	
3	GAMING ANALYSIS OF MANAGEMENT EFFECTIVENESS (GAME) (MASD-5)	1961
	<p>The objectives of this system are to analyze how well the Department is using its annual expenditure by relating Department goals, the work being done, and the relationship of work to the money spent. Mathematical models and statistical analysis techniques will be used.</p>	



OFFICE OF MANAGEMENT SERVICES

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
4	REFINE MOS WORK MEASUREMENT SYSTEM (OMS-4)  To capture data that will better enable OMS to more efficiently schedule and perform its management support job, an intensive study was launched early in Fiscal Year 1963 to develop a work measurement system that would result in applying the latest methods of productivity analysis to management support activities.	1962
10	REVIEW FIELD ORGANIZATION (OMS-5)  The objective of this project is to review field organizational units, as frequently as possible, from the view-point of alignment of functions, utilization of manpower, implementation of management policies and directives, and staff assistance in resolving operational problems in the management area.	1961
7	ESTABLISH FLEXIBLE DISPOSAL SCHEDULES FOR AUTOMATIC DATA PROCESSING BY-PRODUCT MEDIA COVERING PROGRAM TYPE RECORDS (OMS-6)  The objective of this project is to clear through the Department and National Archives a flexible disposal schedule for ADP input and output media created in the Washington computing center by the Standards and Research Division, Statistical Reporting Service, for all agencies of the Department.	1962
9	FACILITIES FOR THE WASHINGTON DATA PROCESSING CENTER (OMS-7)  The Division of Administrative Services will continue to work with the proper authorities to provide the necessary facilities for the Washington Data Processing Center at the earliest practicable date.	1962

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
9	AN ELECTRONIC DATA PROCESSING COMPOSITE ACCOUNTABILITY AND CONTROL SYSTEM FOR CAPITALIZED PERSONAL PROPERTY (OMS-8)	1962

The Office of Management Services, Division of Administrative Services, has been working with the staff of the Standards and Research Division, Data Processing Branch, SRS with regard to setting up a system of maintaining a composite accountability and control of capitalized personal property on electronic data processing machines.

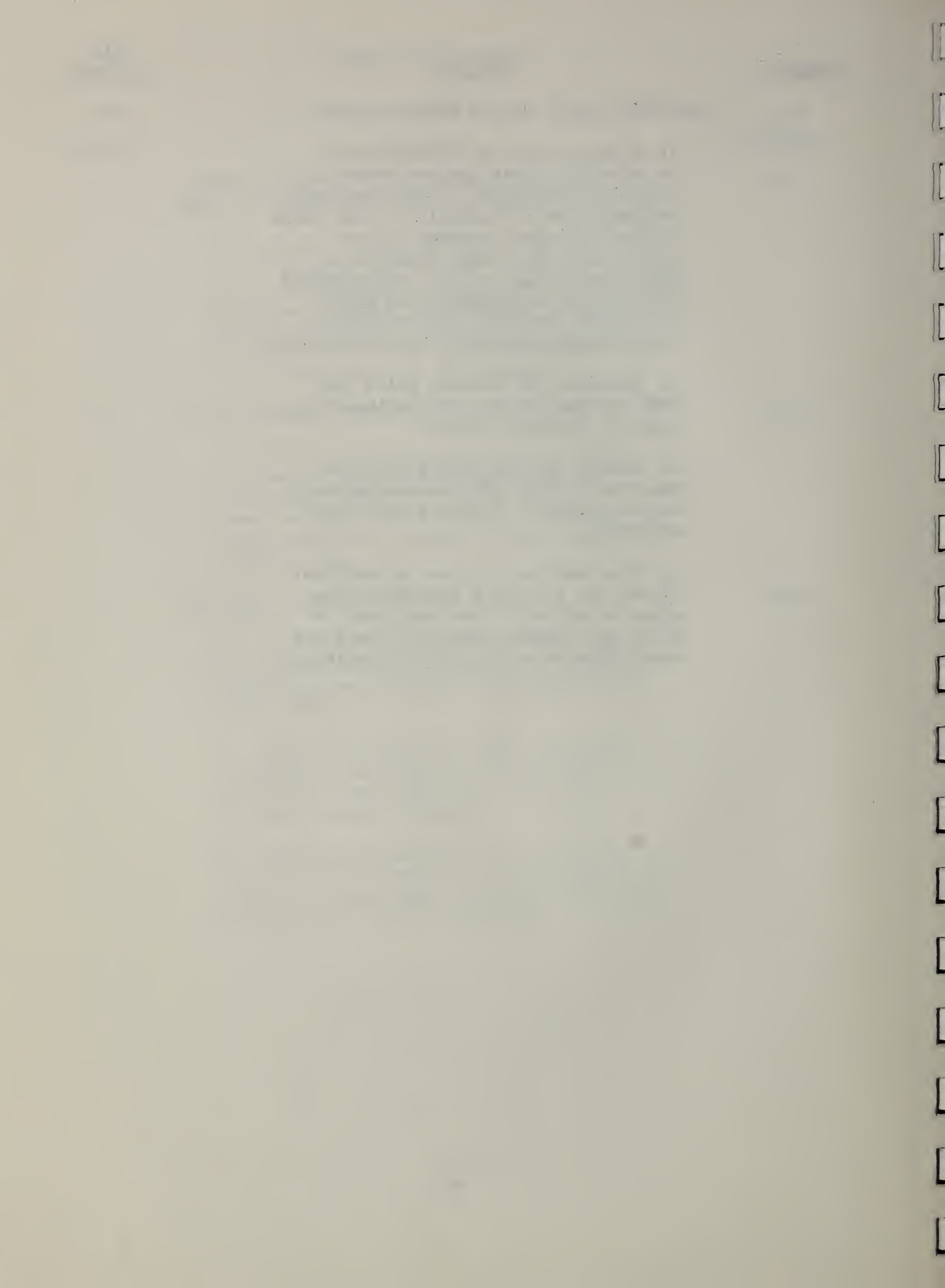
OFFICE OF PERSONNEL

<u>Category</u>	<u>Project</u>	<u>Date Initiated</u>
5	JOINT CENTENNIAL CELEBRATIONS BETWEEN THE USDA AND LAND-GRANT COLLEGES (OP-2)	1960
	The purpose of the Centennial celebrations is to jointly use this as a means of calling to the attention of the public the historical and close working relationships existing between Land-Grant Institutions and the Department and their contributions to the states' agricultural development.	
5	ESTABLISH USDA TRAINING CENTERS (OP-3)	1963
	The Office of Personnel is aware of the possibility of a need developing for Department Regional Training Centers. When the need is sufficient to justify these facilities, steps will be taken to provide them.	
5	MANPOWER UTILIZATION STUDY (OP-4)	1963
	The objective of such surveys would be to increase the effectiveness of program operations and should be directed in two broad areas:	
	1. Proper Utilization - This involves determining the extent to which kinds of skills, knowledges, and abilities are effectively utilized.	
	2. Maximum Utilization - This involves determining the extent to which levels of skills and knowledges for which employees are paid are actually utilized.	

It is the policy of the Department to determine those changes needed in policy and practices to make personnel management most responsive to the needs of the operating programs of the Department. As a part of the continuing appraisal of the effectiveness of personnel management, the PPRM Evaluation Committee and the Office of Personnel approved a plan which will:

1. Appraise the effects which the PPRM recommendations are having at the point of intended impact.
2. Ferret out and define problems relating to the PPRM recommendations as well as other problems which need attention.
3. Plan and put into use a practical system for getting a representative group of officials and employees to study and further define problems and needs brought to light by objective.





SECTION II

COMPLETED PROJECTS



## AGRICULTURAL MARKETING SERVICE

Project Title: INCREASED DISSEMINATION OF FOREIGN MARKET NEWS INFORMATION  
DAIRY AND POULTRY PRODUCTS AMS-1 (II B 10)

Date Implemented: In stages

### Project Data

Interest has developed in the United States in foreign trading in dairy and poultry products. It was determined that existing market news facilities would be a logical means for disseminating such information on a timely basis to meet needs of industry.

Reporters uncovered trade sources of price, volume and destination information on a large number of commodities. Other Government agencies in Washington and the field were additional sources of information. In instances where adequate coverage was available, information was obtained regularly and made a part of the market report. In many instances information on foreign trading was used intermittently as available in regular market releases while in a larger number of cases the gathering of information was on a preliminary but unpublished basis. Products receiving significant attention included foreign type cheese, cheddar cheese, casein, sodium caseinate, better, nonfat dry milk, processed hens, processed turkeys, processed fryers, chicken parts, and shell eggs.

### Benefits

The wide-spread survey of foreign trading opened new doors to possibilities for broader service to the dairy and poultry industries and to various Government agencies without significant additional cost. Where adequate coverage is available, information is obtained regularly and released in market news reports.

Project Title: PURCHASING MEAT FOR SCHOOL LUNCH PROGRAM AMS-2 (II-B 6)

Date Implemented: September 1962

### Project Data

A study was conducted to determine the feasibility of purchasing canned pork and beef with natural juices rather than packed in gravy; and to determine acceptability of such products packed in No. 10 size cans.

It was found that an all meat product could be purchased at a lower cost per pound of meat even though raw product prices to the processor were somewhat higher. Use of No. 10 size cans was determined satisfactory to the schools, but they have not been used to date because of limited processing facilities in the industry. This potential will be considered again in connection with future purchase programs.





### Benefits

Under the new method AMS has been able to provide 1.5 million pounds more meat to schools with funds available for this purpose this fiscal year, than would have been possible under the previous method. Similar savings are anticipated in future programs. It is estimated that the savings this year which were used to improve program effectiveness approximated \$825,000.

Project Title: ELIMINATION OF SAMPLING AND CLASSING OF COTTON STOCKS AT MILLS FOR COTTON CARRYOVER REPORT AMS-3 (II A8-5)

Date Implemented: August 1962

### Project Data

A report is required as of August 1 on the grade and staple of carryover cotton stocks at mills. Previously, data was acquired by sampling and classing of these stocks.

New procedures have been established whereby the mills furnish estimated quality data on schedules supplied by us. This August 1, 1962, annual report was prepared on the basis of quality data so acquired.

### Benefits

Eliminated inconveniences and expense to mills in arranging for and assisting with sampling. \$12,500 annual recurring savings in travel and manpower costs.

Project Title: EMPLOY COTTON SAMPLING INSPECTORS ON A SEASONAL BASIS AMS-4 (1-13-5)

Date Implemented: Continuing

### Project Data

Permanent employees in the Cotton Classing Offices previously performed cotton sampling inspection work. This work is seasonal and conflicts with peak workload in classing operations.

During the 1962 fiscal year, on a pilot basis, four persons were trained and used for a four month period during the harvesting season to inspect cotton samplings at gins and warehouses. The program was expanded in 1963 fiscal year through use of 18 seasonal employees for three to six months each.

The use of seasonal inspectors proved successful and will be followed in the future.

### Benefits

Primary benefits are the increased number of inspections that are made, thus lessening irregularities, avoiding use of permanent classing office employees on sampling inspection at times when most needed on regular classing work, and flexibility to schedule sampling at most opportune times.

Project Title: IMPROVE USE OF WORK PROJECT ANNUAL REPORT AMS-5 (III-6)

Date Implemented: October 1962

### Project Data

The Work Project Annual Report format was revised so as to permit Advisory Committee secretaries to easily extract information needed by them to prepare reports to Advisory Committees. This revision, along with completion of the reports by October 1, eliminates the separate reports previously required for the Advisory Committees.

### Benefits

Savings of time of .7 man year valued at \$8,000. Also, provides Advisory Committees with information to appraise the work at the line project level.

Project Title: INTENSIVE ANALYSIS OF ANNUAL REPORT INFORMATION ON PACKERS AND STOCKYARDS ACT AMS-7 (I-31)

Date Implemented: July 1962

### Project Data

Packers make annual reports containing information about ownership, feeding, buying, and sales operations, financial condition, location of establishments, and other activities important to an understanding of the industry. This information is primarily for use in the enforcement of the Packers and Stockyards Act. Previously, reports were reviewed in each district and summaries furnished to the Washington Office.

All reports are now submitted to the Washington office for intensive review and analysis, tabulation, and prompt distribution of pertinent information to all offices of the Division. This system also makes available basic factual data for the public without disclosure of identity of individual operations.



### Benefits

Centralized analysis and tabulation reduces, by  $2\frac{1}{2}$  man years, the time required for this work. This represents a salary cost of \$15,000 annually on a recurring basis.

Moreover, the new system provides opportunity to detect conditions or relationships that need investigation, to obtain national and area perspectives, to discover trends and industry conditions, and to obtain maximum use of reported information.

Publication of summaries of information obtained from these reports should provide a factual basis upon which other Department activities may reach an informed judgment concerning problems of the industry and their solution.

Project Title: EXAMINATION OF THE METHODS USED FOR DETERMINING THE CHARGE TO EACH FUND FOR INDIRECT OVERHEAD COST AMS-8 (1-33)

Date Implemented: September 1962

### Project Data

The cost involved in this project is for overall executive direction and budgetary, fiscal, personnel, and other common administrative and miscellaneous services which cannot be directly related to a particular program or fund. Under the present procedure, total funds needed for overhead cost is determined. The relationship of this amount to funds programmed is expressed as a "base rate" percentage and this percentage would be utilized for each fund if variable factors did not affect the base rate. These variable factors are used to adjust the base rate. Where possible the criteria for determining the variables by fund has been workload. This project was a study of our determination of workload and the computation of the variable factors used to adjust the base rate. It was conducted in conjunction with the determination of the variable factors for fiscal year 1963. Studies were made of the variances between one and two months workload data by fund. Determination was made to continue using workload data for a two-month period rather than change to a one-month period, because the one-month period is not sufficiently representative. Other minor changes were made in computation of workload by fund.

### Benefits

Use of workload data for a two rather than three-month sampling period results in a small annual recurring savings of about \$100.

The primary benefit is assurance that overhead costs are fairly and equitably charged by program and fund.



Project Title: ANALYZE THE BUDGET AND ACCOUNTING OPERATIONS UNDER THE  
PILOT FOOD STAMP PROGRAM TO DETERMINE WHAT CHANGES SHOULD  
BE MADE TO PROVIDE FOR AN EXPANDED PROGRAM AMS-9 (II-A-5)

Date Implemented: FY 1963

Project Data

Based on experience gained in the initial stages of this program study the accounting and budgeting operations to (1) evaluate the present system; (2) determine what changes need to be made to provide for an expansion of this program; (3) determine type and nature of mechanical equipment best suited for controlling; (4) determine feasibility and extent of centralization vs. decentralization of accounting operations, and (5) determine impact of change in individual coupon and book value.

Benefits

In arriving in advance at the most efficient and effective system to meet the needs of this program, operating costs for an expanded program may be kept at a minimum. In the course of making the analysis, certain changes in the control and reporting of funds and coupons were made. At the same time recommendations were submitted to the program operating division relating to both program and fiscal operations. As a result of this study and analysis, the Food Stamp Program can be moderately expanded with a minimum amount of additional cost for budgetary and fiscal services.

Other benefits include timing and accounts reporting and flexibility to cope with unforeseen situations which are bound to arise in this type of program

Project Title: IMPROVEMENT OF TRAVEL MANAGEMENT IN AMS AMS-10 (I-37)

Date Implemented: December 1962

Project Data

Studies have been conducted to supply information enabling AMS to review travel costs, identify travel trends and patterns, determine adequacy of allowances authorized in AMS, and evaluate methods used to direct, control, and review travel. Provision has been made in AMS Instructions for accumulation and reporting of certain travel cost data during fiscal year 1963 which will be reviewed and analyzed for travel management purposes.

## Benefits

### A. AMS Per Diem Policy

A per diem policy based on travel cost patterns to which travelers are assigned in accordance with the predominant nature of their travel, and providing for a reduction in rate after 15 days at one location was developed and established. Use of this per diem policy results in the traveler receiving equitable reimbursement for subsistence expenses over the year, but at a lower aggregate cost to the Government than would result from alternative policies.

### B. Mileage

Results of mileage studies were of benefit to the Department in establishing new mileage rates and to AMS in establishing its mileage policy, as follows:

#### 1. New Mileage Rates

- a. AMS's mileage expense study was used by the Department, along with statistical data obtained from other sources, to support establishment of the 9¢ rate when use of privately owned automobile is advantageous to the Government.
- b. Action taken by the Department to increase the 5½¢ rate for use of a privately owned automobile in lieu of common carrier to 6¢ was the direct result of a recommendation made by AMS on the basis of studies made by two of our Area Administrative Divisions as to the cost per mile when travel is by common carrier.

#### 2. AMS Mileage Policy

A reduced mileage rate has been established for use of a privately owned automobile at the request of the employee when use of a Government owned vehicle is practical. Monetary savings, if any, cannot be estimated; however, the policy is expected to have a beneficial affect on the program by creating a better morale condition. This is especially the case for those employees whose travel patterns require that they remain away from their official stations over weekends or for long periods of time.

Project Title: IMPROVED AWARD APPRAISAL SYSTEM AMS-11

Date Implemented: Continuing

Project Data

The burdensome task of preparing written justifications for Performance Awards is the subject of the most persistent criticism of the Federal Incentive Awards Program. AMS has developed a system, applicable to most standard job groups, that eliminates 90 percent of the paper work usually involved in granting such awards.

The system is built around the use of special forms listing various job elements specifically related to the occupational group involved. In evaluating employee performance numerical values are assigned to the element in accordance with the employee's demonstrated performance and qualifications in that element. Appraisals are received at successive supervisory levels and by special awards boards. Employees are then ranked in accordance with the total numerical scores. Those in the top percentage brackets are eligible for awards. The rating form serves as the basic award document.

The plan is now being used for commodity graders and inspectors in the Cotton, Fruit and Vegetable, and Poultry Divisions. One hundred and fifty-eight (158) awards - Certificates of Merit and Cash Awards ranging from \$100 to \$250 were approved under this system in 1962.

Benefits

The system (1) greatly enhances the incentive value of the Program, (2) reduces the chance of real or imagined favoritism, (3) places less emphasis on supervisors' ability to write, (4) assures consideration of all eligible employees, and (5) makes better use of supervisory and awards committee time. It also produces many benefits not directly connected with the Awards Program. Among these are improvements in making promotion appraisals, evaluating supervisory effectiveness, determining training needs, and in making greater use of employees' specialties and skills.

Project Title: REDUCE COSTS OF DISSEMINATING INFORMATION THROUGH TELEVISION -  
PROGRAM ACTIVITIES AMS-12

Date Implemented: July 1962



### Project Data

A study was conducted to find a means of disseminating information through television at less cost than is involved in use of motion picture film. Video tape production was found to offer the best possibilities.

Arrangements were made for use of a mobile television cruiser with technicians and make-up specialist to shoot video tapes of marketing research work at Beltsville. In one day of shooting, we obtained nine video ~~tapes~~ ranging from 2:45 to 4:10 minutes in length and a 15 second establishing shot for each tape. Useable tape totaled 28 minutes.

### Benefits

Comparable motion picture costs would have been about \$1,000 per minute for black and white, sound added.

Full production cost, including dubbing the video tape, converting tapes to films for stations not equipped to use tape, and distribution averaged \$435 per unit, or about 14% of comparable motion picture costs. Tapes and reels representing a cost of \$300 are reusable.

Project Title: MAKE COTTON MARKET NEWS REPORTS MORE EFFECTIVE AMS-13

Date Implemented: August 1962

### Project Data

The cotton market news reports were revised to conform with the changing shift in marketing patterns from central to local markets.

Feedback from producers, the trade and news media indicates that the revised reports are an outstanding improvement in the cotton market news system.

### Benefits

The change permits providing to producers and other segments of industry the type of market news that is most readily acceptable. The revised reports resulted in widespread dissemination of market information relating to cotton prices, quality, demand, supply and movement at both the local and national level through radio, television and newspaper. This change had no material effect on cost of gathering and disseminating cotton news.



Project Title: REDUCE COST OF COTTON LINTERS CLASSIFICATION AND STANDARDS PREPARATION

Date Implemented: March 1962

Project Data

The Board of Cotton Linters Examiners was moved from Washington to Memphis, Tennessee, in August 1961, due to a decrease in volume of activity in linters classification and standardization activity. Only one linters classer was involved in this move and he has been trained as a cotton classer. Utilizing this employee in cotton classing in addition to linters work replaces, as a minimum, the need for one seasonal cotton classer for 6 months each year.

Benefits

(A) \$4,700. (Approximate salary and per diem of a seasonal classer for 6 months). This is a recurring annual saving which will continue for an indefinite number of years.

(B) Memphis location provides more prompt service to cotton linters industry.

Project Title: SURVEY OF SYSTEM FOR DISTRIBUTING AMS PROCEDURAL ISSUANCES

Date Implemented: May 1962

Project Data

Survey of system for distributing AMS procedural issuances to bring related mailing lists and mailing codes in line with present needs and to mechanize large distribution categories.

Benefits

The establishment of additional mailing codes will ensure prompt receipt of AMS issuances by all persons concerned, thus improving the operations of AMS. The conversion from hand to mechanical distribution for two large mailing lists will save considerable time now required.

Time saved by the mechanization of distributions will enable Procedures Branch to improve effectiveness of operations, and avoid the present need for requesting typing and assembling assistance from outside the Branch.

Project Title: DEVELOP IMPROVED SYSTEM OF REPORTING ON AUDITS OF THE NATIONAL SCHOOL LUNCH AND SPECIAL MILK PROGRAMS

Date Implemented: July 1962

Project Data

Where simultaneous audits of the National School Lunch and Special Milk Programs are performed, the audit findings relating to each program, for all fiscal years covered, will be included in a single report. The reports shall be prepared in a manner to eliminate, insofar as possible, overlapping, duplication, or the need for cross-referencing between programs.

Benefits

Savings, if any, resulting from this project are not determinable since manpower and materials will be applied to accomplish a greater number of units of work. The principal objectives of the project are improved service and quality of work.

Also, by preparing one audit report, many sections of the report can be combined when like situations apply to both programs. The elimination of one report when audits are made of State agencies, area offices, and schools will result in savings in time and material. Time will also be saved by persons receiving and reading the reports, and in correspondence relative thereto.

Project Title: INCREASED USE OF NEGOTIATED COMPLAINTS AND CONSENT ORDERS

Date Implemented: February 1963

Project Data

A formal consent order is an effective deterrent to future violations of the Act, not only by the respondent but by other members of the industry. The Act carries severe penalties for violation of the provisions of any order issued. A substantial portion of the budget of the Division is required for conducting hearings and informal cases brought under the Act. Approximately one-half of all complaints are eventually settled by a consent order after negotiation with the respondent. Procedures have been developed for negotiating with respondents, prior to the issuance of a complaint, the language of a final order that would meet the needs of the Department in enforcing the Act. This procedure would not be practical in all instances, particularly those involving a number of respondents, or extremely serious type of violations. It would, however, have merit in cases involving insolvencies, failure to pay, bribery or attempted bribery, discriminatory advertising and promotional practices, etc.



The procedure was first employed in December 1962 and has been used effectively several times this year. It has shown sufficient merit under appropriate circumstances to be employed on a continuing basis.

#### Benefits

The Division can obtain formal, permanent orders which have an immediate deterrent effect upon both the respondent and the industry at little or no more cost than that of negotiating an informal stipulation. It impresses upon the industry the seriousness with which the Department views such violations and brings under public view the practices engaged in by the respondent without consuming the Division's budget for hearings. Approximately \$15,000 will be saved as a result of this change in procedures.

Project Title: INCREASED USE OF FORMAL AND INFORMAL SPECIAL REPORTS IN OBTAINING INFORMATION REQUIRED UNDER THE PACKERS AND STOCKYARDS ACT

Date Implemented: In operation

#### Project Data

The Division has the authority under the Packers and Stockyards Act to require members of the industry subject to the Act to furnish answers to specific questions concerning their operations or practices. Severe penalties are provided for the furnishing of false information or for failure to comply. It has conducted one industry-wide investigation involving 1,400 meat packers by this means within the past year at a cost estimated at less than \$1,000. If the information had been obtained by direct contact or personal visits, the travel costs of this investigation would have been prohibitive. FTC has used this procedure extensively in the past two years. The Division used the informal request procedure from time to time in minor investigations. These procedures obviate the necessity for personal examination of accounts and records by personnel of the Division. If properly utilized, they should be especially valuable in investigations involving insolvency, failure to pay, discriminatory pricing, promotions or advertising, or in those requiring the assembling of a substantial volume of production, sales, or cost statistics. Although such a procedure cannot be used in many investigations, it does permit industry-wide investigation and correction of practices with a minimum of cost to the Division.

### Benefits

It is anticipated that these procedures, if employed wherever possible, would reduce travel and per diem expense substantially and free funds for investigations in which the special report procedures cannot be utilized. It is estimated that \$20,000 in recurring savings will be realized.

Project Title: ENCOURAGE INDUSTRY PARTICIPATION IN RULE MAKING

Date Implemented: Continuing

### Project Data

The many current problems before the Division will necessitate amendments and augmentation of existing regulations before a solution can be found for them. Changes in regulations or supplementation of them always has a profound effect on certain segments of the regulated industry and it frequently affects the operation of the entire industry. Historically, it is a matter of record that changes of regulations or additions to regulations are not uniformly accepted by all affected as beneficial. Such proposals frequently give rise to extended controversies.

As a matter of policy and procedure, the Division, prior to the issuance of a Federal Register Notice of any proposal involving rule making, is going to contact the industry to advise them of the contemplated action and to explain the "what" and "why" which are basic to the intended rule making. Provision will also be made for obtaining the views and reactions of the industry to the proposal as well as suggested modifications of the contemplated regulation.

### Benefits

It is to be expected that this policy and procedure will promote industry acceptance of proposed regulations or amendments. It is also anticipated that this procedure will facilitate compliance with the rule when adopted. If these objectives are attained, considerable saving in time and travel of Division personnel should be effected because ready acceptance will obviate the necessity for conferences and hearings to explain the necessity for such rule making to the persons and firms regulated. Savings are estimated to be \$15,000 per annum recurring.



Project Title: DETERMINE DESIRABILITY OF CONTINUING JOINT OPERATING COMMITTEES

Date Implemented: January 1962

Project Data

The purpose of this project was to determine if there was a need or benefit in continuing the existence of the Joint Operating Committees (JOC) in Portland, Oregon; Boston, Massachusetts; Philadelphia, Pennsylvania and Los Angeles, California. The JOC provided duplicating and leased wire services to the several program divisions at these locations. The chairmanship of the JOC was rotated from year to year between the heads of the program offices at the four locations mentioned. Separate funding was provided for carrying on these functions. Consideration was given to the advantages and disadvantages in continuing the JOC operations as against placing responsibility and funding in one program division office at each location.

Benefits

Closer supervision of duplicating services by placing responsibility within a program division, (2) more efficient use of personnel, (3) elimination of separate funding (4) and, \$10,800 in savings - annual recurring.

Project Title: CERTIFICATION SERVICE ON PHYSICAL CHARACTERISTICS OF MEAT

Date Implemented: May 1962

Project Data

Make available to carriers and the meat industry in general a certification service which would attest to the state of physical characteristics of meat after shipment or storage. This service is presently available only for meats involved in contractual acceptance programs.

Benefits

Validity of claims for product alleged to have been damaged or to have deteriorated will be established on an impartial basis fair to the carrier, shipper, and the buyer. This service has been specifically requested by the trucking industry which we anticipate will be its principal user.

Project Title: USE OF WARNING LETTERS RELATED TO MINOR VIOLATIONS OF THE  
PACKERS AND STOCKYARDS ACT

Date Implemented: Continuing

Project Data

When Division investigations disclosed violations of the Act, it has been the procedure heretofore to issue a complaint against the persons or firms found guilty of the violation. Unless the respondent admitted the allegations and agreed to the issuance of a consent decree, the procedure would evolve in an administrative hearing, in which the Division would seek a cease and desist order against the respondent.

It is planned to experiment with a procedure under which detected violations would be carefully evaluated and the past records of the persons or firms involved scrutinized in an effort to categorize the degree of the violation and the propensity of the respondent toward compliance. When these determinations categorize the violation as of a minor nature, the Division contemplates the issuance of a letter of warning to the persons or firms involved rather than the issuance of a complaint and the possible administrative hearing to obtain a cease and desist order.

Benefits

If the use of the warning letter proves effective, it will reduce the number of hearings in which the Division will participate. This should result in considerable savings in time of Division personnel as well as reductions in expenditures in travel for them, hearing examiners, and witnesses. There will also be economies achieved in the reduction of the number of exhibits and transcripts which are inherent in the administrative hearing process. It is estimated that this system will save \$10,000 per annum — recurring.

## AGRICULTURAL RESEARCH SERVICE

Project Title: INVENTORY AND EVALUATION OF CURRENT RESEARCH

Date Implemented: Continuing

### Project Data

A comprehensive study to provide a complete inventory of current research conducted by all Department agencies engaged in research. The study projects proposed adjustments in the program and the need for expansion in certain areas to more fully meet many problem areas not now under investigation. The study will appraise the program of the state agricultural experiment stations and industry's contribution to agricultural research on a broad front.

### Benefits

This is a part of the continuing effort to concentrate research on problems of greatest urgency within the limits of available resources and to develop the most effective cooperation with industry and private agencies and the state agricultural experiment stations. The savings which will accrue from this effort cannot be expressed in monetary value. They will be reflected on a long-range basis in the quality of service rendered. The potential represented in this detailed inventory of current research and the projected adjustments in programs represents a major advance toward goals established in 1958 to reduce the number of locations at which research is being conducted by Federal agencies and to organize more effective teams of scientists which can bring greater competency and greater concentration of effort to bear on the most important problem areas. Some measure of the significance of the projected adjustments is reflected in the fact that the projected shifts in program assignment total 1153 professional man years over the five-year period. The simultaneous projection of research needs by the two major public research agencies, namely, the Department and the State agricultural experiment stations, also provides a fertile field for cooperative planning, effective coordination, and the avoidance of duplication in total research efforts.

Project Title: DEVELOPMENT OF IMPROVED MANAGEMENT TRAINEE PROGRAM

Date Implemented: June 1962

### Project Data

The development and implementation of a revised program which will provide a one-year period of training for all management personnel



at the entrance level. The program is to be designed to give the trainee work experience in two administrative management areas.

The development of criteria for formal training conferences and six-month work experience assignments has been completed, cooperating training units have been determined, and a documented training program has been developed and distributed to appropriate units within ARS. As a part of this program a Management-Intern agreement was developed and approved by the Civil Service Commission.

#### Benefits

The program formally began in June 1962. Trainees have been recruited both by ARS Field Administrative Divisions and by the Employment and Placement Branch of the Personnel Division. The program has been coordinated throughout by the Employee Development and Safety Branch. Approximately 100 employees working in the area of administrative management in addition to those trainees recruited have attended four of the one-week formal sessions of the program.

Project Title: STANDARD SPECIFICATIONS FOR COMMON USE SCIENTIFIC ITEMS

Date Implemented: May 1962

#### Project Data

The study of the feasibility of developing standard specifications for use in invitations to bid on common use scientific equipment such as spectrophotometers, radiological equipment, gas chromatographs, spectrometers, oscillographs, centrifuges, etc.

#### Benefits

A study conducted of procurement of scientific items, revealed only a limited number of repetitive items. It was recommended that the development of standard specifications was not feasible since it would require more effort to prepare and maintain than they would be worth to the Agricultural Research Service. That is, the preparation of detailed specifications as they are needed is more advantageous than maintaining a shelf of preprepared standard specifications which (1) will have little or no use because of lack of volume purchases; (2) must be modernized periodically to keep them abreast of developments in the laboratory equipment field and (3) must, almost invariably, be revised, supplemented or expanded, even if they are up to date, before they can be used in an invitation to bid.

A follow up study on procurement of scientific laboratory equipment for a three month period (April-June 1962) substantiated the findings of the study report.



Project Title: ASSESS EFFICIENCY OF FIRE ANT ERADICATION, INCLUDING  
LOCAL INTEREST AND PARTICIPATION

Date Implemented: March 1962

Project Data

A comprehensive study of the Program to eradicate the fire ant to determine the effectiveness of current efforts, including adequacy of planning, degree of interest and participation at local and state level, and current and anticipated results in relation to costs.

The review made of the Fire Ant Eradication Program showed it to be well planned and managed, was in great demand by farmers, and was making considerable progress under difficulties.

Attacks by conservation groups over the use of insecticides, fluctuating or nonexistent State participation, the requirement that the State share the cost of all treatments, and difficulties in completing the second half of two-part treatments, have placed limitations on the program that if continued would make attainment of objectives extremely difficult.

Benefits

The combined work of the Methods Improvement Laboratory at Gulfport, Mississippi, and a chemical company has produced a bait (Mirex) that in preliminary treatments has proved to be exceptionally efficient and has met the objections of conservationists and others concerned about the effects of insecticidal treatments. This, together with arrangements made with States for emphasis to be placed on peripheral treatments offer reasonable hope for ultimate eradication of the fire ant.

Project Title: STUDY OF THE GROWTH IN ADMINISTRATIVE AND CLERICAL  
STAFF OF ANIMAL DISEASE ERADICATION DIVISION (ARS B 5-4)

Date Implemented: May 1962

Project Data

The objective of the study was to conduct an appraisal of the staffing pattern of the Animal Disease and Eradication Division, ARS, with particular emphasis on administrative and clerical staffing levels.

The findings revealed that the administration and clerical staff of the Division had grown in proportion to technical staff increase and that the ratio of clerical support to technical personnel was in an acceptable and satisfactory range.

AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE

Project Title: CENTRALIZATION OF PERSONNEL AND ADMINISTRATIVE SERVICES  
(ASCS-13)

Date Implemented: June 1962

Project Data

Personnel and Administrative Services activities in Denver, which served the western states, were combined with the Personnel and Administrative Service offices of the Kansas City Commodity Office. The new consolidated Office now serves the western states, the Commodity Office the Data Processing Center as well as all other offices located in the same building.

Benefits

The consolidation has resulted in savings in excess of \$60,000 per annum in salaries alone.

Project Title: USE OF NATIONAL LAND INVENTORY IN DISTRIBUTING ACP FUNDS  
TO STATES (ASCS-3)

Date Implemented: FY 1963

Project Data

This project provided for the use of the National Land Inventory as a basis for determining where and how much ACP money should be allocated to accomplish the best results in the land conservation program.

Benefits

Better use of available funds.

Project Title: IMPROVED METHOD OF EXTENDING PRICE SUPPORT TO COTTON  
FARMERS (ASCS-2)

Date Implemented: 1962 crop year

Project Data

In the past all equity transfers were mailed to cotton producers from the New Orleans Commodity Office. They are now mailed directly from county offices, moreover, the producers now make all inquiries relating to program provisions directly to the county offices rather than the New Orleans Commodity Office.

### Benefits

Direct communications between the producer and the county offices has promoted a better understanding of the price support program. Further, paper work has been reduced in the county offices because producers who intend to reacquire their commodity are not required to notify county offices in advance.

Project Title: BETTER CONTROL OF LONG DISTANCE TELEPHONE CALLS AND TRAVEL COSTS (ASCS-10)

Date Implemented: FY 1963

### Project Data

Procedures have been developed to strengthen controls over the use of long distance telephone calls and travel accommodations. They limit the phone calls to those absolutely necessary and encourage the use of tourist class travel accommodations and multi-purpose field visits.

### Benefits

Significant savings should accrue as a result of these new procedures.

Project Title: ESTABLISHMENT OF A REPORTS REVIEW COMMITTEE

Date Implemented: FY 1963

### Project Data

A Reports Review Committee was established to study the need for all reports required by ASCS. The Committee was to: (1) eliminate recurring reports for which a clear need could not be demonstrated; (2) eliminate unnecessary detail in reports; and (3) reduce the frequency of submission of necessary reports to the minimum required for sound operations.

### Benefits

The results of the Committee's actions (tabulated below) will undoubtedly result in substantial savings:

- 38 reports were cancelled

- 7 reports were consolidated

- 7 reports were modified to include less information

- 8 reports will be required less frequently

- 34 reports required from outside agencies were challenged — some are being eliminated, while ASCS is to be reimbursed for preparing others

- 48 reports are being re-examined for elimination or simplification.



Project Title: ESTABLISHMENT OF KANSAS CITY DATA PROCESSING CENTER

Date Implemented: FY 1963

Project Data

The DPC has been established in Kansas City, Missouri, performing the services previously functioned on equipment in the Kansas City ASCS Commodity Office. A continuing effort is necessary to reach the ultimate goals set for the DPC as a data processing organization for ASCS as a whole.

Each project to be automated in the DPC is costed separately and shares its proportionate share of the cost of establishment of the DPC. Grain loan price support centralization, for example, has estimated one time costs of \$360,000.

Benefits

Savings attributable to the DPC are credited to the various applications (separate projects) scheduled or planned for automations. Savings from centralization of grain loan price support functions, for example, are estimated at an annual recurring rate of \$400,000 for personal services alone. These savings will result in reduced fund requirements. (A)

Other Benefits:

More timely, consolidated reports.

Improved service to farmers and to management.

Standardization and simplification of procedures.

Project Title: WHEAT SEDIMENTATION TESTING

Date Implemented: FY 1962

Project Data

Sedimentation is a quality factor in wheat which is usable in determining desirability for baking. Laboratories are contemplated to test wheat for this quality.

Benefits

Improvement of farm income through premium payments. Better management of wheat inventory through better knowledge of quality.



Project Title: STATISTICAL SAMPLING OF AUDITING

Date Implemented: FY 1962

Project Data

A study is being made of the desirability of auditing a statistically determined sample of operations. Should it prove feasible, it would be extended to other parts of the organization.

Benefits

1. Savings will result and will reduce fund requirements. (They will be estimated by June 30, 1962.)
2. Reduction of total time required to evaluate operations within any one office.
3. More frequent audits of specific functions.

COMMODITY EXCHANGE AUTHORITY

Project Title: USE OF PORTABLE PHOTOCOPY EQUIPMENT

Date Implemented: June 1962

Project Data

Formerly, documents were handcopied during the course of the investigation. Use of portable photocopy equipment to make the necessary copies makes handcopying unnecessary.

Benefits

Better utilization of investigators' time by freeing them from the routine task of copying documents will make such time available for more investigational activities. Increased effectiveness of investigational material by providing a true reproduction of the source documents.

COOPERATIVE STATE EXPERIMENT STATION SERVICE

Project Title: CENTRAL PROJECT FUND (CSESS 5)

Date Implemented: FY 1963

Project Data

Establishment of a central project fund administered as a unit outside of the usual regional channels to finance projects of national interest or of an emergency nature. The \$250,000 regional research portion of the \$1,000,000 appropriated for weed research in fiscal year 1962 was used as a starting point. This program provides for greater concentration of research funds.

Benefits

Possible savings would result in the use of Federal-grant funds at the State experiment station level.

Project Title: CLASSIFICATION OF RESEARCH

Date Implemented: FY 1963

Project Data

Revision of the system of subject-matter classification of research projects with provision for subsequent expansion.

Benefits

Eliminates the need for extensive cross-referencing. System compatible with mechanical information retrieval.

Project Title: EVALUATION OF REGIONAL RESEARCH POLICIES AND PROCEDURES

Date Implemented: Continuing

Project Data

As a result of a study, conducted by Director M. A. Farrell of the Pennsylvania Station, of regional research policies and procedures CSESS and the Committee of Nine will (1) consider and develop methods for strengthening leadership roles; (2) consider various administrative methods and recommend ways in which they can be more effectively applied; and (3) study the need for special or emergency projects and recommend systems for the establishment of such studies.

### Benefits

Possible savings would result in the use of Federal-grant funds at the State experiment station level.

Project Title: IMPROVE FEDERAL LIAISON BETWEEN STATE STATIONS AND OTHER  
FEDERAL AGENCIES

Date Implemented: FY 1961

### Project Data

The need for more effective liaison between State Agricultural Experiment Stations and various Federal agencies which are active in support of research related to agriculture was recognized, and at the Spring meetings of Experiment Station Committee on Organization and Policy one or more of the technical staff of CSESS were assigned to represent the State station directors with the following agencies: National Science Foundation, Atomic Energy Commission, National Institutes of Health, and the U. S. Weather Bureau. A CSESS representative was also assigned to each of the Subcommittees (Biology, Land, Water) of the Federal Council for Science and Technology.

### Benefits

This arrangement should make it possible to keep the State Agricultural Experiment Stations more fully informed on the activities and policies of these agencies.

Project Title: EXECUTIVE SECRETARY FOR EXPERIMENT STATION COMMITTEE ON  
ORGANIZATION AND POLICY

Date Implemented: FY 1961

### Project Data

At the request of the State Agricultural Experiment Stations that CSESS actively participate in activities of the Experiment Station Committee on Organization and Policy (ESCOP), an executive secretary from the CSESS Staff, was assigned and assumed the duties of Recording Secretary of ESCOP.

### Benefits

Improved service to the State Agricultural Experiment Stations and strengthens cooperation and coordination between the Stations and the U. S. Department of Agriculture.



Project Title: REORGANIZATION FOR GREATER EFFICIENCY

Date Implemented: FY 1961

Project Data

Establishment of separate divisions with responsibility for review and approval of research in their respective fields. Establishment of a new Program Evaluation and Special Reports unit to provide leadership in evaluating and improving program operations and centralize and strengthen procedures for analyzing and reporting project information.

Benefits

Will free the Office of Administrator from many time-consuming tasks. Will be able to concentrate more fully on policy determinations and on evaluation of program needs.

ECONOMIC RESEARCH SERVICE

Project Title: REVIEW OF RESEARCH PROGRAMS (ERS II B1)

Date Implemented: FY 1963

Project Data

Project to maintain a continuing review of research programs to ensure their vitality and efficiency.

Benefits

Will keep research efforts consistent with program needs.

Project Title: REVIEW LINE PROJECT SYSTEM (ERS II B3)

Date Implemented: FY 1963

Project Data

Perform a review of the line project system as related to economic research.

Benefits

Review will improve the focus of significant economic problem areas and avoid the fragmentation of research.

Project Title: ESTABLISHMENT OF ADDITIONAL ECONOMIC RESEARCH STUDY GROUPS

Date Implemented: FY 1963

Project Data

Project provided for the establishment of additional study groups to promote new thought on major areas of economic research such as the relation between agricultural and general economic policies, economics of development, and world trade.

Benefits

Increased responsiveness to the needs of the public in a changing economy.

Project Title: RE-DIRECTION AND COORDINATION OF ECONOMIC RESEARCH (I-A)

Date Implemented: FY 1963

### Project Data

Review of research programs to direct research to major economic problems of agriculture.

### Benefits

Improve coordination, minimize fragmentation of research, and strengthen the economic analytical and intelligence services of the Department generally.

Project Title: REORGANIZATION TO EMPHASIZE ECONOMIC RESEARCH ON LAND AND WATER AND RURAL DEVELOPMENT

Date Implemented: January 1963

### Project Data

With the growing importance and concern attached to programs in the development, utilization, and conservation of the Nation's land and water uses, and the problems arising in the rapidly changing rural economy and social structure, a new division was established in ERS known as the Resource Development Economics Division. The function of this division is to conduct the economic research and service work related to the institutional and group activity in the use, development, conservation, and management of rural resources. This includes economic development, rural renewal, river basin and watershed programs, and resource policy.

The new division has absorbed the functions previously carried out by the Land and Water Economics Branch and the Rural Development Branch of the Farm Economics Division. Three new branches have been created: the Land and Water Branch, the River Basin and Watershed Branch, and the Area Economic Development Branch.

The former Farm Economics Division has been renamed the Farm Production Economics Division to reflect its important continuing functions. It consists of the Agricultural Adjustments Branch, the Costs, Income and Efficiency Branch, and the Agricultural Finance Branch.



Project Title: WASHINGTON — FIELD RESEARCH RELATIONSHIPS

Date Implemented: FY 1962

Project Data

Objective was to review Washington-Field research relationships and organizations, particularly from the view of directing cooperative research more toward regional and national problems.

A unique feature of agricultural research in the United States is the close cooperation between USDA and State Experiment Stations. The state research is financed in part with federal grant funds but principally from state appropriations. To a growing extent, state experiment stations are receiving research funds from industry and trade associations and from foundations, sources also available to the USDA.

State-federal cooperation is served well by the pattern of relationships built upon decades of experience. Several developments, however, are increasing the importance of reviewing Federal-Field research organization and relationships with the objective of devoting research efforts to a greater extent toward regional and national problems. Among these developments are:

1. Increasing dependance of public programs and private activities on broad based research guides.
2. Introduction of the regional research approach to problems affecting more than one State.
3. The greatly expanded scope of research in both State and Federal areas.
4. Broadening of contract authority to encompass all research disciplines.
5. Extension of both State and USDA research into foreign countries.

A thoroughgoing review of Washington and Field relationships was made and reported to the Administrative Assistant Secretary on February 7, 1963.

Project Title: IMPROVING LINE PROJECT PATTERN TO FOCUS ON SIGNIFICANT ECONOMIC PROBLEMS

Date Implemented: FY 1962

Project Data

Objective was to review the line project pattern as related to economic research with the view of improving the focus on significant economic problem areas and avoiding fragmentation of research.



This is a continuing management improvement effort. A constant process of review and re-appraisal is needed to assure effective use of available funds and manpower for the most essential purposes as well as for support of budgetary requests. Significant economic problems in the area of world food needs and export prospects, agricultural adjustment and rural development and market structure, to name but a few are constantly changing.

Considerations involved in improving the focus on significant economic problem areas and tailoring line projects to them require regular consultation with USDA agencies such as ARS, FAS, ASCS, SCS, SRS, FES, AMS, and others. Outside the Department continuing considerations are needed with the Departments of Commerce and State, CIA, AID, and others.

Project Title: REVIEW OF DATA GATHERING, HANDLING AND REPORTING ACTIVITIES,  
AND EXPANDED USE OF OPERATIONS RESEARCH AND ADP TO ADVANCE  
RESEARCH OBJECTIVES

Date Implemented: FY 1962

Project Data

A Committee on Automatic Data Processing was established in 1962 with representation from each of the divisions in ERS, with the objective of increasing program effectiveness through improved data collection and processing techniques contributing to more timely and more comprehensive economic and statistical analyses and publications.

The Committee arranges training program for professional and clerical personnel to enable ERS to make optimum use of improved data collection and processing techniques. Individual members act as consultants, primarily within their own divisions, on problems relating to ADP and other data-processing techniques. As required, the committee conducts or arranges for the conduct of feasibility studies for application of ADP systems to the research programs of ERS. The Committee or its members acting individually provides liaison with data-processing agencies and coordination of ADP developments within ERS divisions and planning for use of data-processing systems.

## FARMER COOPERATIVE SERVICE

Project Title: IMPROVE LAYOUT AND MODERNIZE SPECIAL EQUIPMENT OF HISTORY AND STATISTICS BRANCH (FCS-1)

Date Implemented: December 1962

### Project Data

Current space layout in the History and Statistics Branch results in lack of privacy and overcrowded working conditions for professional personnel. Desks and other office equipment are not suitable for 6 statistical workers. Crowded conditions caused several minor accidents. This Branch is being moved to a new location with the following improved conditions:

- a. Private office provided for Branch Chief.
- b. Unitized furniture and banker partitions installed for 6 statistical assistants and clerks.
- c. Floor layout arranged to improve work flow.
- d. Accoustical tile and flourescent lights installed.

### Benefits

Provides suitable, safe space for both professional and clerical personnel. Will improve morale and production of work.

Project Title: STRENGTHENING DEVELOPMENT OF FCS SUPERVISORS

Date Implemented: November 1962

### Project Data

This project involved plans for improvement of supervisory training. Consideration was given to (1) briefing of new supervisors in administrative management, (2) an FCS supervisory development course, and (3) utilization of suitable training courses of USDA and other Departments.

Through the cooperation of the USDA Office of Personnel and ARS, sufficient spaces have been allocated to FCS in the ARS "Supervisory Development Course" to meet current needs. This will be supplemented by informal training in FCS and use of other available training in Government or outside facilities. Development of a formal FCS course is not justified at this time.

### Benefits

Increased efficiency in supervision of employees.

Project Title: SIMPLIFY TRAVEL AUTHORIZATION PROCEDURES

Date Implemented: FY 1962

Project Data

Project involves the elimination of the travel request form. Division Directors will assume greater responsibility for authorization and control of travel.

Benefits

\$1,000 - Recurring annual saving beginning July 1, 1962. Also, review and fiscal control procedures in the Administrative Management Division will be simplified. Authorization and control of travel will be improved.

Project Title: APPLICATION OF THE "MAN-IN-THE-JOB" CONCEPT IN CLASSIFYING POSITIONS TO SCIENTIFIC WORK

Date Implemented: October 1962

Project Data

Current classification methods and organization have placed an arbitrary grade ceiling on individual scientific workers. Application of "Man-in-the-job" concept will give greater recognition to contributions of individual scientific workers to their jobs.

Benefits

Application of "Man-in-the-job" concept will save scarce creative and scientific skills through recognition in the classification process.

Project Title: REVIEW AND IMPROVEMENT OF PROCEDURES FOR ANNUAL PROGRAM EVALUATION

Date Implemented: August 1962

Project Data

Develop procedures for program review integrated with budgeting and long range plans. Procedures were established for annual review and evaluation of the program of each office. Review covers basic objectives of the Branch, and current program and plan of work for research, service and education in relation to staff available. Relative priorities and justification of program levels is considered.

Benefits

Strengthened program review and evaluation will improve budgetary submissions, coordinate short range with long range plans, and result in more effective manpower utilization.



## FARMERS HOME ADMINISTRATION

Project Title: IMPROVED EMPLOYEE SUGGESTION PROGRAM (FHA-3)

Date Implemented: May 1961

### Project Data

Revise and simplify the procedures and forms which control the initiation and processing of employee suggestions.

### Benefits

1. Reduced paperwork involved in handling suggestions about 30% — estimated savings of \$5,250 in man hours annually.
2. Improvement of the quality of suggestions and reduces time spent on low-value suggestions.
3. Provides for the deferment of action on suggestions until the procedure or form to which the suggestion pertains is next considered for revision.
4. This ties the program in with scheduled operations and permits better work organization.
5. Expedites action taken on suggestions.

Project Title: COMBINING AND SIMPLIFYING FORMS (FHA-4)

Date Implemented: FY 1962

### Project Data

Combining and simplifying (1) County Committee Certification forms for each of the five loan types in one form, and (2) fund analysis forms for farm ownership and water conservation loans into one form.

### Benefits

Greatly simplifies the work of field staffs.

Project Title: INCREASED DELEGATIONS OF LOAN APPROVAL AUTHORITY TO FIELD OFFICES (FHA-5)

Date Implemented: FY 1962



Project Data

Increased delegations of loan approval authority to field offices.

Benefits

1. The time state office personnel spent reviewing and approving loans will be reduced.
2. Personnel will have more time for reviewing and training activities which are more appropriate functions.

Project Title: SHORTER AND MORE CONCISE JOB DESCRIPTIONS

Date Implemented: FY 1962.

Project Data

Simplified format for duty descriptions has been devised and put in effect. A goal of a maximum of two pages has been set for the length of position descriptions.

Benefits

1. A 33% reduction in the length of position descriptions.
2. More meaningful descriptions.
3. Shorter descriptions expedite numerous management processes such as supervisor-employee job certification discussions and Merit Promotion Program evaluations.
4. Employees are freed for other duties as a result of all of the above.

Project Title: RE-EVALUATION OF RECORDS SYSTEM (FHA-7)

Date Implemented: March 1961.

Project Data

Re-evaluate the system under which 8-position file folders are used in county offices to house certain borrowers continuation case folders.

Benefits

Buying less expensive folders has resulted in a saving of \$23,500.

Project Title: REQUESTED REVISION IN THE AGRICULTURAL ACT OF 1961 TO EFFECT MORE PRACTICAL AND EFFICIENT USES OF LAND AND WATER RESOURCES (FHA-8)

Date Implemented: October 1962

Project Data

The Agricultural Act of 1961 was amended by the Food and Agriculture Act of 1962 permitting loans to associations for shifts in land use. Examples of such shifts include the following: reorganization of existing farming, drainage, and irrigation systems; development of recreational facilities; and shifts to forest and grass lands.

Benefits

These changes will encourage, promote and assist in shifting use of land to recreation, grazing, forestry, and other beneficial purposes and thereby provide substantial benefits to rural communities.

Project Title: IMPROVEMENT IN TRAINING OF FOREIGN VISITORS IN AGRICULTURAL CREDIT ACTIVITIES (FHA-9)

Date Implemented: June 1961

Project Data

Formation of a training center at Ohio State University and a sub-training center in Puerto Rico, to begin operations early this year.

Benefits

1. The sub-center in Puerto Rico will relieve FHA personnel there so they can spend more time with loan operations.
2. These centers will provide more direct, understandable and complete orientation.
3. The Ohio center will give specialized training close to farm situations.
4. In Puerto Rico Spanish people will feel more at home with familiar farm and language conditions.
5. Use of these centers will result in foreign visitors having a more basic understanding of agricultural credit and related activities.
6. They will be better equipped to study the FHA program.
7. This method will improve our services and efficiency in serving participants.

Project Title: ELIMINATE WITHHOLDING OF FEDERAL INCOME TAX FOR  
COUNTY COMMITTEEMEN (FHA-10)

Date Implemented: January 1962

Project Data

Amend FHA instructions to provide that committeemen, at the time of appointment, be requested to claim at least one exemption on Form W-4 which will make it unnecessary to withhold Federal Income Tax.

Benefits

1. Will save \$100 per annum.
2. Eliminate accumulating, controlling and remitting insignificant amounts quarterly to Internal Revenue.
3. While monetary savings are small, this change will eliminate a "nuisance" factor for FHA, Internal Revenue Service, and the committeemen.

Project Title: ADOPT NEW CLASSIFICATION FORM (FHA-11)

Date Implemented: January 1962

Project Data

FHA has developed and secured Departmental approval of a simplified "Position Description" form (AD-257) to substitute for the presently used form (OF-8)

Benefits

1. New AD-257, with duties description typed on front and reverse, will save the two additional pages now attached to majority of OF-8s.
2. Short cut methods and reduced paper work techniques will materially assist in reducing **criterion** of unnecessary classification "papers".
3. One page descriptions will be easier to use by management, as well as employees.
4. "Quality" improvement in handling classification papers as all levels of management will be of primary significance in evaluating results of the change in the coming months and years.
5. Free employees for other duties.



Project Title: INTENSIFY INITIAL TRAINING OF NEW ASSISTANT COUNTY SUPERVISORS (FHA-12)

Date Implemented: March 1962

Project Data

The initial training period for new assistant county supervisors will be reduced from 8 weeks to not less than 4 weeks when the background and experience of the trainee is such that the training can be completed in less time. The project was put into effect by the issuance of a revision in FHA Instruction 242.1, "Training and Development of County Office Employees."

Benefits

The trainee can begin productive work sooner and productivity will increase.

Relieves County Supervisor-Trainer of responsibility of training the assistant county supervisor trainee sooner.

When necessary, permits training of more new assistant county supervisors in a given period of time.

Project Title: DEVELOP PROCEDURE FOR ANNUAL REMITTANCE OF COLLECTIONS ON INSURED LOANS (FHA-13)

Date Implemented: February 1962

Project Data

At the present time some insured loans provide for FHA to remit collections to lenders as soon as received; others provide for remitting quarterly or when accumulations reach \$200, whichever occurs first. Starting January 1, 1962, FHA will remit collections once each year on the due date of the installment.

Benefits

1. Will make insured loans more attractive to lenders.
2. Will make it easier to induce private investors to make funds available for insured loans.
3. Will improve relations with lenders.



Project Title: MECHANIZATION OF LOAN FUND REPORTS (FHA-14)

Date Implemented: January 1962

Project Data

Presently manual registers are maintained to record the various purposes for which loan funds are used by borrowers. Beginning January 1, 1962, punched cards will be used to record this information.

Benefits

Mechanization will save \$2500 annually and will make it possible to prepare a variety of analyses by categories not readily available from manually maintained registers.

Project Title: TO AMEND FHA LOAN MAKING AND SERVICING INSTRUCTIONS FOR FARM FORESTRY PURPOSES (FHA-15)

Date Implemented: May 1962

Project Data

To develop a procedure that will encourage and promote operation and management of approved forestation and reforestation practices on land suitable for forestry production. This will permit the making of long term, low interest rate, deferred payment loans to eligible farm families throughout the nation.

Benefits

1. Forestry loans will permit farmers to better utilize acreage suitable for forestry purposes.
2. Increase farm income.
3. Encourage good farm forestry practices.
4. Consolidate forestry tracts or land suitable for forestry production into family farm units.
5. Increase the national resources by assisting in the production and conservation of forestry resources.

Project Title: COMBINE AND SIMPLIFY INSTRUCTIONS AND FORMS FOR PREPARING AND PROCESSING WATERSHED AND SOIL AND WATER LOAN DOCKETS (FHA-16)

Date Implemented: July 1962

Project Data

Both the Soil and Water Loan Instructions (442.1 and 442.2) and Watershed Loan Instruction (447.1) are complete and were effected by Procedure Notice 806.

Benefits

The issuance of these instructions will provide field personnel with more detailed guidance in processing SW and Watershed loan dockets. The changes will greatly reduce the preparation and processing time of loan dockets thereby permitting FHA field personnel to be of better service to more farmers, ranchers, and rural residents.

Project Title: REMOVE NATIONAL OFFICE PRIOR APPROVAL REQUIREMENTS ON FIELD PERSONNEL ACTIONS WHEREVER POSSIBLE (FHA-17)

Date Implemented: June 1962

Project Data

During 1962, State Director requests for National Office prior approval of proposed placements in State vacancies, GS-11 and above, have been studied with a view to determining whether or not the prior approval requirements have value or can be removed without endangering qualifications standards. Submissions reflect thorough understanding and careful application of official qualifications standards by State Directors; and elimination of prior approval by the National Office would not be likely to endanger or result in misapplication of established qualification standards. However, the merits of National Office advance information and concurrence with State Office placements in positions in direct promotional line to key professional and administrative positions in both State and National Offices out-weigh any other considerations. Numerically, prior approval submissions pose no work load problem; they are few in number, accurately documented, and can be expeditiously reviewed by appropriate National Office executives. The prior approval requirements have, of course, been liberalized in past years; and the present minimized prior approval requirements have been determined to be sound and appropriate from an administrative standpoint. The project study is, accordingly, completed and is reported for "close out" with existing prior approval requirements to remain unchanged.

Project Title: STUDENT TRAINEE PROGRAM (FHA-18)

Date Implemented: March 1962

### Project Data

To recruit college students majoring in agriculture on a limited pilot basis for summer employment and training as career-conditional appointees. The trainees who are retained after graduation will enter on full-time duty as assistant supervisors.

### Benefits

Better quality personnel resulting from (1) more careful screening before employment (2) younger age of recruits (3) integration of college course of study with the needs of agency jobs.

Project Title: TECHNICAL U.S. DEPARTMENT OF AGRICULTURE PANELS TO IMPLEMENT RURAL AREAS DEVELOPMENT AND AREA REDEVELOPMENT ACT (FHA-20)

Date Implemented: November 1962

### Project Data

The Farmers Home Administration is responsible for establishing and chairing state, area, and county Technical Agricultural Panels. These Panels are composed of U.S. Department of Agriculture agencies with field staffs and State and local Government representatives who provide a coordinated course of technical service, advice, and counsel to Rural Areas Development Counties, covering the broad field of economic development.

### Benefits

These Panels have increased efficiency and service to farmers and rural communities by coordinating the Department of Agriculture services together with State and local Government services to give maximum assistance to rural communities in attacking problems of economic development.

The Technical Panel will provide a focal point for individuals and counties to obtain departmental technical services and programs and provide such services in an expeditious manner to RAD Committees.

This action results in departmental personnel working as a single service unit and better acquaints all departmental personnel with total Department resources available.

They also provide an organizational unit for the effective accomplishment of future overall departmental objectives and evaluation of programs and services.



Project Title: INCREASED TRAINING ON LOAN ANALYSIS AND APPROVAL (FHA-23)

Date Implemented: June 1962

Project Data

Through the process of field training conducted by National Office loan technicians, emphasis has been given to the essential factors in making sound loans and in loan analysis. Training was given to state staff members at meetings conducted both on an individual state and area basis. Another part of this training process has been through the analyses of loans by the National Office, which were reviewed by state staffs and required National Office consideration. Such training has been given state staffs through the medium of memorandums. After this training was completed, operating loan and emergency loan approval authority was delegated to area supervisors and loan approval authority was increased for state directors, loan offices, and county supervisors. This was accomplished by revision of FHA instructions 441.1, 441.2, 441.3, 441.4, 444.1, 444.2 and 444.3.

Benefits

Increasing the quantity and improving the quality of the services to borrower families.

Project Title: REVISION OF OFFICE EQUIPMENT STANDARDS (FHA-27)

Date Implemented: June 1962

Project Data

Revise office equipment standards for state and county offices to upgrade and modernize the equipment. The present standards were established during a period of declining work loads. These standards involve approximately 2,700 full and part-time offices and 4,200 field employees. This project was completed to the extent that funds were available by supplying field offices with 85 new electric typewriters and 325 electric adding machines.

Benefits

The new and modern equipment increased the production and efficiency for field personnel.

Project Title: DELEGATION OF ADDITIONAL PERSONNEL ACTION AUTHORITY TO 10 STATE DIRECTORS (FHA-31)

Date Implemented: March 1962



#### Project Data

Since the initiation of the subject project in the spring of 1962, authority to take personnel actions on employees under their respective jurisdictions has been delegated to 16 of the 19 State Directors who have not had the authority. The 3 remaining State Directors are scheduled for the delegation, after a training visit by a personnel management representative; and under present work plans, these remaining visits will be completed by mid-December.

#### Benefits

The anticipated benefits are being realized in daily operations in States where the authority has now been operative for several months. It is particularly good that the delegations could be accomplished in advance of conversion of personnel transactions work to machine operations under the USDA - MODE program. The location of official personnel records by State Employment jurisdictions, and the delegation of final responsibility for personnel transactions to the respective State Directors, will better distribute total workload and expedite processing activity.

Project Title: CONSOLIDATE ALL DIRECT REAL ESTATE LOANS ON ONE STATEMENT OF ACCOUNT (FHA-32)

Date Implemented: November 1962

#### Project Data

Presently separate statements of account are prepared for Farm Ownership loans, Soil and Water Conservation loans and Rural Housing loans. Proposal is to combine all three types of loans on one statement of account form.

#### Benefits

There will be savings in mailing, handling and paper and set-up charges for two forms. Also, it will be necessary to stock only one form instead of three and some borrowers will receive one statement instead of two or three.

Project Title: DEVELOPING A MODEL LEASE FORM TO BE USED BY INDIAN TRIBES WHEN LEASING FARM LAND TO INDIANS (FHA-33)

Date Implemented: September 1962

### Project Data

A special lease form was developed during 1962 through the joint efforts of the Farmers Home Administration and the Bureau of Indian Affairs. This model lease form is designed to enable Indians who lease tribal farm lands to qualify as owners under the provisions of Title V of the Housing Act of 1949, as amended.

### Benefits

Since rural housing loans, other than loans to senior citizens, may be made only to persons who own the land on which they want to build, this lease, which qualifies the lessee as an owner, will enable Indians who lease a farm from their tribe to qualify for a rural housing loan.

Project Title: DEVELOP AND IMPLEMENT FARM MANAGEMENT SUPERVISOR  
GS-5 AND OFFICE MANAGEMENT ASSISTANT GS-5 TRAINING  
AGREEMENT PROGRAM (FHA-41)

Date Implemented: December 1962

### Project Data

#### Farm Management Supervisor GS-5

Provides intensive training to speed up the development of professional knowledges to the point where these employees will be capable of performing at GS-7 level of professional competence after six months instead of one year.

#### Office Management Assistant GS-5

To recruit a higher caliber of employee, and provide intensive training to speed up the development of necessary knowledges required for GS-6 level competence. This training will permit promotion after six months instead of after twelve months at the GS-5 grade.

### Benefits

By providing this training, more well qualified graduates will be attracted to these jobs and a larger number of these employees will be retained.

FEDERAL CROP INSURANCE CORPORATION

Project Title: ELIMINATE DUPLICATE EXAMINATION OF INSURANCE DOCUMENTS

Date Implemented: June 1962

Project Data

Elimination of insurance document audit function in the Chicago Branch Office, and transfer of that function to State Offices. The State Offices are now performing this audit and review function and the Branch Office is post auditing and making final approval of the documents.

Benefits

Personnel: Elimination of 35 to 40 positions in the Branch Office, ranging in grade from GS-3 to GS-11. These will include 2 in GS-3; 23 in GS-4; 5 in GS-5; 4 in GS-7 and 1 each in GS-9 and GS-11 with total salary savings of \$200,000 per annum.

Space: It is anticipated that the need for about 4,000 sq. ft. of space will be saved. At the rate of \$4.00 per sq. ft., this will result in a savings of \$16,000 per annum.

In addition to elimination of a duplication of functions, this project should result in quicker and better service to insured farmers which will improve customer satisfaction and be of assistance in serving more farmers at a reduced unit cost.

Project Title: MAINTENANCE OF OFFICIAL INSURANCE DOCUMENTS AT STATE  
INSTEAD OF BRANCH OFFICE

Date Implemented: Continuing

Project Data

The audit functions are being transferred from the Branch to the State Offices to eliminate duplication of audit activities. The net result will be the elimination of duplicate records contained in about 700 four-drawer filing cabinets.

Benefits

Need for space for housing the 700 file cabinets will be eliminated in the new Kansas City location. Assuming about 7 sq. ft. of floor space per cabinet or about 5,000 sq. ft. of space will be saved, and with a rental rate of about \$4.00 per sq. ft., a conservative estimate of \$20,000 annual rental savings will be effected. Elimination of files will result in abolishment of approximately 10 filing positions, with resulting savings of about \$40,000 in annual savings. Moreover, 700 four-drawer file cabinets will be available for transfer; with about 600 available for transfer to other agencies.



Project Title: MORE ATTRACTIVE OFFER OF CROP INSURANCE

Date Implemented: Continuing

Project Data

Complete review of crop insurance offer to insure best possible protection at lowest premium rates consistent with sound insurance principles. This involves review of actuarial structure and review of forms, procedures and regulations to assure utmost simplicity.

Benefits

By making the insurance offer more attractive and simpler, it is hoped to increase participation in the program significantly from the 325,000 crops presently insured, to the projected goal of 500,000 by 1965.

Long Range Benefits: (1) Farm and agricultural economy will be stabilized through participating in crop insurance. (2) An increased number of insurance units can be administered with a steadily decreasing cost per unit for administration.

Project Title: REVIEW OF ORGANIZATION STRUCTURE AND DELEGATION OF AUTHORITY

Date Implemented: November 1961

Project Data

(1) Closing of six Regional Underwriting Offices, and (2) transfer of the remaining underwriting functions to four newly established Area Directors' Offices.

Benefits

(1) The separation of 15 employees in grades GS-3 through GS-12 for about \$80,000 in annual salary savings and \$2,000 in rental for leased office space. (2) The 4 Area Directors now have completed delegated authority over program and administrative activities in their areas. This change and the clarification of lines of authority will result in more efficient operations at a lower cost.

Project Title: SIMPLIFIED PROGRAM TO ELIMINATE CERTAIN INSURANCE DISCOUNTS AND PENALTIES

Date Implemented: Effective with 1963 crop



### Project Data

Elimination of (1) the 5% discount for advance payment of crop insurance premium, (2) the 10% discounted premium provision, and (3) the 6% simple interest for delinquent premium accounts.

### Benefits

(1) This project has eliminated several "Gadgets" from the insurance offer. Because of the differences in crops insured, there were a multiplicity of "Discount" and "Penalty" dates to be observed, which were confusing to the farmers and to administrative personnel.

(2) The principal benefits will accrue from simplification of the insurance offer, and better understanding and acceptance of the program by farmers.

FEDERAL EXTENSION SERVICE

Project Title: ADMINISTRATIVE MANAGEMENT AND ORGANIZATIONAL STUDIES

Date Implemented: FY 1962 - 1963

Project Data

Continuation of efforts, currently on a pilot basis, to help State Extension Services develop a staff and organization to meet increased management needs concerning such matters as personnel management, financial records and reports, records management, property management and improved budget techniques.

Benefits

To the extent that State Extension Services can conduct management operation in a more efficient manner, will result in a more effective cooperative educational program.

Project Title: REGIONALIZATION OF FEDERAL ACTIVITIES

Date Implemented: FY 1962

Project Data

Continuation of efforts for State and County Extension Services to utilize, insofar as practicable and feasible, the services of regionalized Federal facilities, particularly GSA facilities.

Benefits

Greater utilization of GSA facilities, causing a larger volume of business for GSA, should result in lower unit costs to that agency with resultant savings to all Federal agencies.

Project Title: FES FUNCTIONAL REORGANIZATION (FES-4)

Date Implemented: October 1962

Project Data

Initiated and implemented changes in FES functional organization to effect a regrouping of the program staff. The purpose was to provide more adequate support to major programs of the Department and to current major program areas of State Extension Services.

The administration of Cooperative Federal-State extension educational programs is carried forward on a basis of projects and plans of work that must be approved by this Department. Over a period of years the number of projects in State Extension Services increased to as many as 30 or 40 separate projects in a single State. This development created problems of program planning, program support and leadership by FES, and created problems of coordination within the State Extension Service. The existence of so many projects also required a complex and expensive system of fiscal and budgetary records and controls. As a means of providing more effective and economical administration of cooperative Federal-State programs, we have developed a revised project structure. Under this revised plan, cooperative Federal-State projects will be organized and administered under the following broad project titles:

- Project 1 - Extension Administration
- Project 2 - Extension Information
- Project 3 - Agricultural Production, Management and Natural Resource Use
- Project 4 - Marketing and Utilization
- Project 5 - Home Economics
- Project 6 - 4-H and Other Youth Programs
- Project 7 - Community and Public Affairs
- Project 8 - Organization and Supervision of County Extension Operations

The reorganization gave particular emphasis to Projects 3, 4 and 7. This was accomplished by abolishing the Divisions of Agricultural Programs and Agricultural Economics Programs and establishing in their place the following divisions:

Division of Agricultural Science, Technology and Management - This division will be staffed by agricultural scientists formerly in the Division of Agricultural Programs, and Farm Management Specialists formerly in the Division of Agricultural Economics Programs.

Division of Marketing and Utilization Sciences - This division will be staffed by Marketing and Utilization personnel formerly assigned to the Division of Agricultural Economics Programs, and specialists formerly in the Division of Agricultural Programs whose work is primarily in the field of utilization.

Division of Resource Development and Public Affairs - This division will be staffed by personnel formerly assigned to the Division of Agricultural Programs and the Division of Agricultural Economics Programs whose major responsibilities are in the area of resource development, community and public affairs, education and rural organization. Our National program leader in Rural Areas Development will be assigned as Director of this division. This will provide for a

more integrated program of Rural Areas Development over a broader field of resource development and public affairs education.

The existing Federal Extension Service divisions of Information, Home Economics, 4-H Club Work and the administration and management divisions, remain essentially the same. The establishment of the three new divisions now brings the Federal Extension operations and organization in line with the work carried on in the cooperating States.

#### Benefits

Will provide for more effective Federal coordination and program support to State Extension Services and the Department.



FOREIGN AGRICULTURAL SERVICE

Project Title: IMPROVED ADMINISTRATION OF MARKET DEVELOPMENT PROJECTS  
FROM REVISION OF REGULATIONS

Date Implemented: February 1962

Project Data

Regulations, revised pursuant to industry-Government task force recommendations, permit extension of qualified projects to five years, grant trade cooperators greater freedom in program operations, tighten evaluation controls for on-going projects, and provide for standard language in project agreements.

Benefits

Encourages long term programming, financial and employment commitments by U. S. trade groups and foreign cooperators; speeds up field operation under delegated authorities; promotes better technical planning in initiating projects and terminating non-productive ones, and expedites preparation and legal clearance of projects.

Project Title: OBTAIN WIDER U. S. DISTRIBUTION OF ATTACHE REPORTS

Date Implemented: June 1962

Project Data

Considerable progress has been made in preliminary planning for wider U. S. dissemination of attache reports, by use of ASCS and AMS field distribution channels.

Benefits

Will advise U. S. producers and traders in key U. S. exporting markets, of current competition and demand information in key foreign markets, for specified commodities.

Project Title: VITALIZE EXISTING FOREIGN CROPS AND MARKETS PUBLICATION

Date Implemented: June 1962

Project Data

Under study are several proposals to vitalize the existing Foreign Crops and Markets publication so as to provide a vehicle for the rapid communication of significant foreign market news to U. S. agricultural industry.

Benefits

Will provide U. S. producers and exporters promptly with current domestic and foreign happenings affecting exports of U. S. products, in addition to basic information now provided.

Project Title: USE OF FAST COMMUNICATION DEVICES WITH AGRICULTURAL ATTACHES

Date Implemented: January 1963

Project Data

To arrange for Telex or teletype communication with key attache offices in order to speed up the transmission of a larger volume of market development news for use of U. S. agricultural industry.

Benefits

Will provide U. S. exporters with daily market demand and supply information for use in export operations.

Project Title: INSTRUCT ATTACHES TO SUBMIT COMMODITY DATA WITH TITLE I,  
PL 480 COUNTRY REQUESTS

Date Implemented: March 1962

Project Data

Agricultural Attaches and Embassy personnel are to submit commodity background data with any request from the Embassy for a Title I, P. L. 480 program.

Benefits

Will expedite consideration of Title I requests made by foreign governments, and will minimize cable traffic thereon.

## FOREST SERVICE

Project Title: CONTRACTING FOR SMALL FIELD JOBS (FS-1)

Date Implemented: November 1962

### Project Data

Shifts from force account to contracting are enabling the Forest Service to meet accelerated work programs with a minimum number of employees, with the accompanying minimum investment in housing and equipment.

This does not imply that all work should be done by contract. Contractors must be available in the specific area and have experience in this type of work. When this prevails, contracting has generally reduced costs. Increased contracting areas, such as site preparation, planting, and timber stand improvement fields.

Much work is presently being contracted. Where it is feasible, indications are that contracting land improvement work results in 15% to 20% savings.

### Benefits

\$1,000,000 recurring annual savings. Savings through this practice will continue until changed conditions require the direct hiring of people as a business and employment stimulant.

This has also resulted in more work accomplished at less cost. Reduction of work force has also resulted in a reduction of overhead.

Project Title: COOPERATIVE RESEARCH (FS-2)

Date Implemented: July 1961

### Project Data

In Fiscal Year 1962 the Forest Service initiated a formal cooperative-aid research program. A total of \$250,000 of regular appropriations for research have been set aside specifically for this purpose. Funds are made available to colleges and universities doing forestry research. The cooperator furnished the scientist, laboratory space, equipment, and other research facilities, and often laboratory aides or technicians. The projects developed with these funds supplement studies being conducted by the Forest Service. This cooperative program stimulates additional research by the institutions for at least equal the total expense of the cooperative-aid expenditures.



### Benefits

The effect of the program is to accomplish \$500,000 of research with a \$250,000 expenditure of Government money.

Annual recurring savings \$250,000.

Future additional savings are dependent upon action by the Department, Bureau of the Budget, and Congress to provide additional funds for this work.

Project Title: DIRECT SEEDING TO REPLACE PLANTING (FS-3)

Date Implemented: July 1961

### Project Data

Direct seeding is now a proven practical method of reforesting unproductive land in the South and Pacific Northwest. Its success is due in part to the development of effective, inexpensive techniques for coating seed with bird and rodent repellent materials. In many areas direct seeding, which costs on the average about \$13 per acre, is replacing the more expensive planting procedures at savings of about \$12 per acre.

### Benefits

In fiscal year 1962, 20,000 acres of National Forests were programed for direct seeding instead of being planted, resulting in savings of about \$600,000. It is estimated that within the next five years 30 percent of the reforestation program on National Forests will be handled by direct seeding at an annual savings of at least \$1,250,000.

Project Title: REAL PROPERTY USE EVALUATION (FS-4)

Date Implemented: July 1962

### Project Data

Significant progress is being made in relocating and improving office quarters Service-wide. With program expansion and increased workloads, many offices experienced growth to the extent that some field organizations were spread to as many as three and four locations within an urban area. To aid these offices to function more efficiently, several have been consolidated within one building.

Studies are being made of Ranger Districts to determine most economical and practical size. Combinations are being made when the situation warrants. This results in savings in headquarters improvements and common services associated with a unit headquarters.



Service-wide, office space use is being re-evaluated and new occupancy guides and utilization standards developed. These guides are keyed to improving space utilization with office layouts designed for better work flow.

#### Benefits

Annual savings will build up to \$1,000,000 as various parts of the program are accomplished over a 5-year period.

Project Title: DIRECTIVES (FS-7)

Date Implemented: July 1961

#### Project Data

Because of the highly decentralized organization of the Forest Service a well-maintained Directives System is essential to efficient operation. We have personnel in 1200 separate offices who depend on the directives system for policy and day-to-day operating instructions.

A new, codified, revisable Directives System was put into effect in 1958. We conservatively estimate the new directives system has previously saved time equivalent to \$200,000 per year. We have just completed a master index to this directives system which we estimate will produce an additional time savings of \$200,000 annually. A training course (now being developed) for the users, we estimate will result in \$250,000 time savings annually.

The Handbook and Manual have been consolidated which reduced the pages of text by 25% or approximately 2,500 pages.

#### Benefits

Tangible savings are estimated at \$650,000 annually.

Intangible benefit is that land managers are saving time which can be better spent to accomplish more on-the-ground work to implement the Development Program for the National Forests.

Project Title: IMPROVED RANGE RESEEDING METHODS (FS-8)

Date Implemented: July 1961

#### Project Data

An estimated 4 million acres of the 64 million acres of livestock range on National Forests and Grasslands are in need of revegetation. Study of improved range seeding methods, including determination of what, where, how, and when to seed, and research on the management of seeded range, is continually developing techniques which reduce costs and lower the risk of failure.

### Benefits

Projected savings of \$1,400,000 will be used to increase quantity and quality of range revegetation.

Other benefits include an accelerated revegetation program.

Project Title: NEW METHODS OF BRUSH CONTROL ALONG NATIONAL FOREST ROADS AND TRAILS (FS-9)

Date Implemented: July 1961

### Project Data

On western National Forests, roads and trails essential for fire protection are frequently invaded by brushy species that must be cut back repeatedly to keep these ways open. Research in chemical herbicides and in operational practices for their application, adjustable to season, elevation, and other factors, has resulted in a system for permanent chemical maintenance at greatly reduced costs. One pilot demonstration project of 960 miles has shown actual savings of \$40 per mile per year for dense brush, and \$15 per mile per year for medium to light brush areas. This system is now being used on 3,500 miles of National Forest roads and trails at a savings of \$50,800 per year.

### Benefits

This study has resulted in an annual recurrent savings of \$150,000, and will be used to increase the number of miles of roads chemically maintained.

Project Title: REDUCTION IN COST OF INSECT CONTROL (FS-10)

Date Implemented: July 1961

### Project Data

The situation - Research and pilot testing have recently developed methods that show promise of increasing the effectiveness of detection and suppression in insect control work at less cost. These methods are (1) aerial reconnaissance during winter months to detect Engelmann spruce beetle outbreaks, (2) special methods of applying malathion for suppressing lodgepole needle miners, and (3) the use of lindane in place of ethylene dibromide to suppress bark beetles.

Job Program - A pilot test has been under way for two years to determine the effectiveness and feasibility of detecting Engelmann spruce beetle outbreaks during winter months by aerial reconnaissance. Preliminary results are most encouraging. If this method is as effective and feasible as early results indicate, an annual savings of \$30,000 is estimated.

Initial pilot tests to suppress the lodgepole needle miner cost about \$30 per acre. Recent tests using malathion with improved application techniques have reduced this cost to \$10 per acre.

Currently, most bark beetle suppression in the West is done by applying ethylene dibromide to infested trees. Tests conducted in California in 1961 using lindane instead of ethylene dibromide show promise of effective suppression at much less cost. Should this method prove to be effective in the Intermountain States where extremely serious bark beetle infestations exist, savings amounting to several hundreds of thousands of dollars will be forthcoming.

#### Benefits

Based on current infestations, this method will result in annual savings of \$150,000.

Project Title: IMPROVED MANAGEMENT OF RESEARCH (FS-11)

Date Implemented: July 1961

#### Project Data

Several improvements in the organization and administration of the research program of the Forest Service are under way or planned for the immediate future. These are designed to (1) increase the effectiveness of each professional research man, (2) capitalize to the maximum extent on the advantages of groups or teams of scientists working together on related phases of a problem, and (3) assign common service activities at field research locations to management specialists.

To accomplish these objectives the following changes are being put into effect:

1. The ratio of trained technicians (subprofessionals) to professionals is being adjusted from the current 1 to 4.5 to approximately 1 to 2. This will relieve professionals of certain routing and repetitive work.
2. Nontechnical administration and management work formerly handled by scientists is being shifted to management specialists. A Division of Station Management has been established at each Station, and Administrative Officers are now being assigned to field centers.
3. The diversity of research assignments to each research unit has been reduced by concentrating the work of each research division at fewer locations. This permits more penetrating study by organized research teams working on sharply defined research missions.



4. With fewer projects at each location, the Research Center Leader position is being eliminated at Research Centers. The duties formerly performed by Center Leaders have been distributed among Station division chiefs, center administrative officers, and project leaders. This eliminates one level of research supervision.

#### Benefits

The preceding steps will bring total savings of at least \$1,000,000 during the next three years.

Project Title: AMENDMENT OF THE 8-HOUR LAW (FS-13)

Date Implemented: October 1962

#### Project Data

Continue efforts to obtain legislation to require or permit laborers and mechanics to work in excess of 8 hours per day on the same basis as is required of Government contractors. In Forest Service programs, situations are frequent wherein laborers and mechanics could complete field projects by overtime work, and eliminate return on the next work day, at a higher net cost to the Government. In other situations, nonavailability of additional qualified employees, or persons seeking such employment, serves to delay official work because of the provisions against working laborers and mechanics in excess of 8 hours per day. Elimination of the present requirement would enable a greater flexibility in planning and accomplishing Forest Service work, and savings to appropriations by permitting overtime pay to those on the job rather than costly delay or employment of additional personnel. Legislation to this end would similarly be of advantage and reduce cost to other agencies of the Government.

This matter was included in the Forest Service legislative proposals to the Department on August 22, 1961. As a result of our proposal and similar ones received from other agencies, it was included in the Department's Legislative Program which was sent to the Bureau of the Budget on October 18, 1961. (Corrective legislation. PL 87-581)

#### Benefits

Increased efficiency and economy of operations through more prudent use of manpower and equipment.



Project Title: COOPERATION WITH OTHER GOVERNMENT AGENCIES (FS-20)

Date Implemented: July 1962

Project Data

The Forest Service is profitably exploring many possibilities of reducing costs and improving service through cooperation with other agencies — local, State, and Federal. The following examples are given to illustrate typical savings:

1. The Forest Service in Region Six, the Bureau of Land Management, and Agricultural Research Service have jointly scheduled the use of rangeland drills and other equipment owned by each of the agencies. Forest Service savings from this joint approach are estimated to be \$35,000 this fiscal year.
2. Coordination of the production capacities of public owned tree nurseries in several Regions has resulted in lower cost stock for both State and Federal agencies. One Region estimated a saving in fiscal year 1962 of \$30,000.
3. Cooperative agreements have been made for Forest Service use of State-owned planes on pest detection and control work. One Region estimated a saving of \$20,000 in fiscal year 1962 over the previous method of using privately owned equipment.
4. The Forest Service in the Pacific Northwest conducted intensive training of BLM and State of Oregon personnel in thinning young stands of timber. Joint training ventures can short-cut the time and cost of needed training and cause rapid spread of tried and proven methods of land management. The public gets better management of public lands at reduced cost.
5. In one Region, the Soil Conservation Service handles Forest Service printing work. This has benefited the Forest Service in lower costs and it has helped the SCS to keep their facilities used at full capacity.

Benefits

Annual savings \$150,000.

Better utilization of equipment and personnel.

Project Title: IMPROVE ROAD AND STRUCTURE DESIGN TO REDUCE MAINTENANCE COSTS (FS-21)

Date Implemented: July 1962

Project Data

Adequate design improvements have a lower annual maintenance cost. Review of adequacy of design of all Department constructed facilities might be an area for development of savings.

As an example, timber access road reconstruction costs are being cut by adequate construction designs. A result of adequate road design to reduce sedimentation and erosion has been a savings in cost of reconstruction and maintenance. Optimum design criteria for drainage and road location of logging roads and skid trails in regions of rough terrain and erodible soils minimize erosion and gullying of roads following completion of a timber operation. As a result, maintenance during use is greatly reduced and roads and trails are ready for use again at the next cutting cycle with reduced expense for rebuilding. These improved design standards are being applied to approximately 2,000 miles of National Forest timber access roads yearly. Savings in reconstruction cost on such roads average \$1,500 per mile. In fiscal year 1962, net savings on 300 miles of reopened roads are estimated to be \$300,000. These savings will be realized in increased timber sale receipts.

Benefits

Estimated savings of \$300,000 annually.

## RURAL ELECTRIFICATION ADMINISTRATION

Project Title: BORROWERS' RESERVE FUNDS AND INVESTMENTS

Date Implemented: February 1962

### Project Data

This project, which constitutes the first major phase of our work on general funds, consists of:

1. Studies of borrowers' requirements for working capital and reserve funds, including such purposes as current operations, replacements, debt service, interim financing of construction, and contingencies, and
2. Development of a policy statement to provide borrowers with REA recommended guidelines as to the amount, forms of investment, use and disposition of their general funds. This statement also will set forth policy concerning the consideration that REA will give to the amount and management of a borrower's general funds in the review of loan applications.

### Benefits

Principal benefits are to borrowers in helping them to improve the management of their liquid assets to achieve the objectives of their organizations. This is an important element in the development of effective comprehensive financial plans by borrowers. The loan consideration aspect of this policy statement is in response to the recent directive of the House Appropriations Subcommittee report that such a policy be developed.

Project Title: REVIEW OF THE BYLAWS OF BORROWERS

Date Implemented: FY 1963

### Project Data

This project involved a comprehensive review of the bylaws of REA cooperative borrowers to determine their adequacy for non-profit operations and of the retention of control by the membership of each rural utility system.

### Benefits

Dollar savings to the government are not involved. The findings resulting from the review enable REA to render timely advice and assistance to borrowers relating to their organizational structure



in a more effective manner. Also, a knowledge of REA cooperative borrowers' status as to their adequacy for non-profit operations and of the retention of control by the membership will be helpful in avoiding actions by the cooperative which could endanger the security of the government loan.

Project Title: ENGINEERING STUDIES TO IMPROVE ELECTRIC AND TELEPHONE SYSTEM MATERIALS, EQUIPMENT, AND SPECIFICATIONS

Date Implemented: FY 1963

Project Data

Studies are being made to develop specifications and standards for electric and telephone system design and construction, including specifications and standards for equipment, and the installation, operation and maintenance of such equipment. Studies and work are under way in the electric-program to revise specifications and standards for 7.2/12.5 kv line construction; to revise the procedure for making operation and maintenance surveys; to develop a guide for transformer load management; to complete a report on pole performance; to develop a damper to alleviate vibration damage; to provide information on the effectiveness of groundline pole treatments; and to promote pole inspection and maintenance workshops. In the telephone program studies and work are under way to revise the engineering and construction manual to include design standards for newly developed five-party service; to develop standards for design and construction of a new kind of long span construction for sparsely settled areas; to improve the feasibility of providing dial radio-telephone service to rural subscribers; to perfect low cost, high quality, multiplex microwave equipment and make possible the further extension of telephone service into rural areas.

Benefits

The savings resulting from this project are realized primarily by REA borrowers. However, new developments in equipment, specifications, and system facilities also offer savings in REA loan funds and improvement in loan security.

The other benefits to be derived are uniformity and economy of construction, improvement in the ease and safety of operations, reduction in operation and maintenance survey costs and greater accuracy and uniformity of reporting, improvement in the quality of service, reduction in system investment, increase in pole life, reduction in construction and maintenance costs, the extension of service into more remote rural areas and improvement in loan security. All of these benefits will come to our borrowers in varying degrees, depending upon the size of their systems, the amount of construction



they are performing, the kind and amount of equipment they have installed, their geographic location, etc. It would be impossible to estimate with any degree of accuracy the immeasurable value of these activities to the borrowers, their consumers, industry, and the public.

Project Title: APPRAISAL OF THE ADMINISTRATION AND ACCOMPLISHMENTS  
OF RURAL TELEPHONE PROGRAM

Date Implemented: FY 1962

Project Data

A study group recently completed an overall analysis for the Administrator of progress and performance in the agency's telephone program. The analysis and recommendations are being used to appraise the adequacy of existing policies and the formulation of new policy and implementation as necessary to further rural telephony.

Benefits

Although potential savings to the agency are involved in some of the findings and recommendations included in the report resulting from this appraisal, specific estimates as to the amounts involved must await decisions as to what is to be adopted and experience with these changes as to the actual impact on REA operations. However, this project did serve to provide the Administrator with a factual analysis as to the progress and performance of the agency's rural telephone program together with conclusions and recommendations as to possible adjustments in future program policy and procedure.

Project Title: IMPROVEMENT OF LOAN POLICIES, PROCEDURES AND STUDIES  
IN THE TELEPHONE PROGRAM

Date Implemented: FY 1962

Project Data

New policies are being developed and issued to strengthen the agency's rural telephone loan program with particular reference to loan security, equity requirements and the financing of acquired property. This includes a simplified and more effective procedure for making the necessary economic feasibility study of each loan application.

### Benefits

It is not clear at this point how much in the way of net savings will result from this project. At a later time more adequate information should be available for this determination. Other anticipated benefits include:

- (a) Better utilization of engineering and loans personnel.
- (b) Improved statistical and analytical data.
- (c) Faster service on loan applications.

Project Title: ELIMINATION OF REA APPROVAL OF BORROWERS' ENGINEERING AND CONSTRUCTION CONTRACTS

Date Implemented: July 1962

### Project Data

Standard forms on engineering and construction contracts will be revised. Related procedures will be changed and simplified so that these contracts would not be submitted to REA for processing and approval. Adequate internal controls will be maintained and increased responsibilities will be given to the field engineering staff.

### Benefits

\$30,000 - Approximately 3 man years of relatively high grade engineering time totalling approximately \$30,000 under costs of prior methods of operation. Time now being spent by office engineers, financial clerks, secretaries, and area personnel will be available to improve basic engineering and other services rendered borrowers. Moreover, commencement of construction will be speeded up, contract close-out procedures will be simplified, and file space requirements will be reduced.

Project Title: STUDY OF POLICIES AND PROCEDURES INVOLVED IN THE FILLING OF REA PERSONNEL VACANCIES

Date Implemented: June 1962

### Project Data

A study was performed to determine the effectiveness of REA procedures for the filling of vacancies and establishing new positions. The purpose was to assure that maximum attention is given to efficiency and economy of operations.

### Benefits

It is hoped that savings will result. However, it is not feasible at this time to estimate net savings. A more accurate and comprehensive picture of job needs in the agency will hopefully result.

Project Title: BETTER UTILIZATION OF REA FIELD ACCOUNTANTS

Date Implemented: March 1962

### Project Data

This project entailed a reappraisal of the work assignments, procedures, and the use of the staff. As a result a number of changes in field and office assignments, work distribution and procedures are planned and under way.

### Benefits

Through the better utilization of the staff more time will be made available to accomplish other essential aspects of the program. It is estimated that through a better trained corps of accountants and an improved control of time, ten man years will be made available to catch up on the backlog of loan fund audits, CPA audit review work and accounting advice and assistance to borrowers.

It is expected that execution of these plans will also result in a higher quality of accounting and auditing work; reduction of backlog of loan fund audits; regular loan fund audits of borrowers which have any considerable volume of loan fund transactions; better use of the skills and abilities of experienced accountants; and more prompt action on special problems.

Project Title: ACTION TO STRENGTHEN THE SAFETY PROGRAM

Date Implemented: February 1962

### Project Data

This project consists of: (1) a critical review of REA activities concerned with borrowers; safety programs to determine what should be done to reduce to a minimum the high fatality and accident rates being experienced by borrowers' employees and (2) development of a revised overall safety program based on analysis of recommendations made by all groups - both Government and non-Government - concerned with borrowers' safety activities. When this overall program has been approved, the implementation of it will be on a continuing basis.



### Benefits

Not applicable since benefits are measured in reduction of loss of life and accident rates and these will accrue to borrowers and their employees.

Principal benefits will be in saving lives and reducing accidents of borrowers' employees. There should also be some financial savings to borrowers in reduced expenses and increased operating efficiencies.

Project Title: APPRAISAL OF DELEGATIONS OF AUTHORITY TO FIELD PERSONNEL AND THEIR RESPONSIBILITIES

Date Implemented: July 1962

### Project Data

A coordinated study was made of delegations of authority to field personnel and of the effectiveness of their contributions for the purpose of identifying and initiating any possible improvements.

### Benefits

In the event additional delegations of authority to field personnel can be established, REA service to borrowers and loan applicants will be improved and program accomplishment expedited.

Project Title: ACTIONS TO STRENGTHEN LOAN FUND AUDITS

Date Implemented: February 1962

### Project Data

This project involved an appraisal and revision of audit content and procedure with the objective of providing assurance to REA of the propriety of loan fund expenditures by borrowers and that such expenditures were strictly in accordance with the purposes for which the funds were loaned.

### Benefits

There will be no direct financial savings to the Government growing out of this project. However, through strengthening these audits REA will be assured that loan funds are used for approved loan purposes; that excessive or unnecessary plant and equipment is not being constructed or purchased with loan funds; that loan funds in amounts greater than the borrowers' needs are not being requested; and that loan funds are being properly safeguarded.



Project Title: GENERAL REVIEW OF POLICIES, PROCEDURES AND SYSTEM OF ADMINISTRATIVE ISSUANCES (REA B)

Date Implemented: FY 1962

Project Data

Following the recent reorganization of the agency, a general review was made of the adequacy of REA policies and procedures covering the work of the REA staff and relationships with borrowers. This involved review and revisions, as necessary, of all REA's administrative issuances, REA Bulletins and Staff Instructions.

Benefits

To the extent that the general review of administrative issuances develops opportunities for simplification or elimination of procedures and activities, savings will result from this project. It is premature at this time, however, to attempt to evaluate such savings on a dollar basis prior to completion of the project and assessment of the changes made.

The emphasis on this continuing project following the REA reorganization is intended to assure that written policies, procedures and other guidance material are in line with agency objectives and of maximum effectiveness.

Project Title: ANNUAL SURVEY OF TELEPHONE BORROWERS' PLANS FOR LOAN APPLICATIONS (REA-17)

Date Implemented: FY 1962

Project Data

In order to improve the planning for future needs of the telephone loan program, it is helpful to have the estimates of the present borrowers as to the loan applications they expect to submit during the next several years. The procedure used during the last year for making such a survey did not produce satisfactory results.

The form to be used in obtaining the necessary data has been modified and a procedure is being implemented to utilize the services of REA field personnel (without incurring additional travel cost) in conducting the survey.

Benefits

This will result in obtaining usable information for this years program planning, and at the same time familiarize the borrowers with the form so that in future years they will be able to prepare the form without assistance from REA personnel. There will be no direct financial savings.

## SOIL CONSERVATION SERVICE

Project Title: TIMEKEEPING SYSTEM

Date Implemented: FY 1962

### Project Data

The time-reporting system of the Soil Conservation Service was changed in 1959. Formerly one system collected time information by funds for payrolls and leave records; a second one collected time information by activities for management purposes. The two systems were combined, a number of side records and forms eliminated, a single form used, data summarized on data processing machines.

After 6 months trial in 5 test States, the new system was installed in all States, with some improvements. During 1962 the system operated to the general satisfaction of field and other offices.

In early 1963 this system will be replaced by the MODE system, hence, this is a completion report.

### Benefits

A re-evaluation and check of actual costs is shown below. The 62 man-years of time is now diverted to more useful activities.

Total costs of old system	\$916,173	(1962 pay rates were
Total costs of new system	<u>528,515</u>	used in calculating costs
Reduction in cost	\$387,658	of both systems)

This amount divided by \$6,261 (av. salary/myr in 1962) = 62 man-years.

Project Title: FORMS RE-SURVEY

Date Implemented: April 1962

### Project Data

A survey of forms used in the Service to find duplications, unnecessary items; and poor design.

### Benefits

Reduce the number of forms in use and increase quality of many forms.

Project Title: IMPROVED TECHNICAL GUIDES

Date Implemented: July 1962

Project Data

The key to channelling technical information on soil and water conservation to landowners and operators is the work unit technical guide. This guide contains all the technical standards and specifications respecting soils, land capability, conservation measures, used by SCS technicians. It is kept currently up to date, and is the "bible" in any given work unit.

As of July 1, 1962, as planned, the first four sections of the guide were completed in every one of the approximately 3,000 work units in the Service. The last section (No. 5) containing cost-return information is well under way, but will be added to as new information becomes available.

Benefits

With the development, throughout the country, of work unit technical guides, the SCS can now (1) provide better technical information to landowners and operators, (2) train its new men more rapidly, (3) add new technical developments in a systematic way to its operations.

Project Title: REPORTS RE-SURVEY

Date Implemented: February 1962

Project Data

The survey was conducted to determine the number and kinds of reports at all levels of the Service with the idea of eliminating all unnecessary reports and to include those still needed. The improvement of reports is a continual process.

Benefits

Improves efficiency and reduces paper work.

Project Title: POSITION CLASSIFICATION DESK-AUDIT PROGRAM

Date Implemented: FY 1962

Project Data

Reduction in classification desk-audit coverage from 25% of all classified positions to 10% of the common type positions and 15% of all others.

### Benefits

Annual recurring project. Reductions of 1954 desk-audits will result in savings of approximately 11,724 man-hours of classifier, employee and supervisor time and direct monetary savings of \$4880 in per diem costs plus an additional saving of \$2928 in government car mileage. Total direct savings \$7808 per annum. The savings in man hours will permit this time to be devoted to other important work primarily increased assistance to farmers and ranchers in the planning and application of soil and water conservation practices and programs.



STATISTICAL REPORTING SERVICE

Project Title: PRELIMINARY SURVEY OF APPLICATION OF ADP TO SRS PROGRAMS.  
(I-C)

Date Implemented: FY 1962

Project Data

Task group established to:

1. Recommend plans for feasibility studies.
2. Prepare issuances on general policies and guidelines for EDP programs.
3. Recommend EDP orientation and training programs.

Benefits

Provides basis for systems analysis and feasibility study for application of EDP to SRS programs.

Project Title: ADP SYSTEMS ANALYSIS AND FEASIBILITY STUDY (II-A)

Date Implemented: January 1962

Project Data

Task Group established to make feasibility study as basis for systems development and conversation of SRS programs to ADP.

Benefits

Improve accuracy and timeliness of statistical data. Obtain additional data. Provide for expansion to meet future needs.

Project Title: AUTOMATIC DATA PLOTTER (I-D)

Date Implemented: January 1962

Project Data

Acquisition of automatic data plotter for use with ADP equipment.

Benefits

Provides means for rapid and efficient chart production.

Project Title: SHARE ADMINISTRATIVE MANAGEMENT STAFF WITH ERS (I-H)

Date Implemented: May 1961

Project Data

Use of management operations staff for administrative support activities in personnel, budget and fiscal, information, audit, and administrative services.

Benefits

More effective administrative support. Provides opportunity to devote more time and attention to program matters.

Project Title: ORGANIZATION OF STATISTICAL REPORTING SERVICE (I-A)

Date Implemented: April 1961

Project Data

Creation of SRS to bring together into one agency the programs for crop and livestock estimates, statistical coordination and improvement and special marketing surveys.

Benefits

Improved quality and coordination of the Department's statistical research and service programs.

Project Title: AMALGAMATION OF SRS AND ARS COMPUTER FACILITIES INTO WASHINGTON DATA PROCESSING CENTER

Date Implemented: November 1962

Project Data

Secretary's Memorandum No. 1509 established Departmental Computer Centers at three locations in the U. S. Data processing facilities of the Statistical Reporting Service and the Agricultural Research Service were combined into the Washington Data Processing Center and it was assigned to the responsibility of SRS.

In order to amalgamate facilities, all machine operations in the South Building (except IBM 650) were moved to 7th & D Streets, S. W., where the former ARS facilities were located. Space was thus made available in the South Building for the unification of the programming and systems analysis staffs.

Benefits

It is expected that greater efficiency of operation will result from locating all data processing hardware at one location.

NATIONAL AGRICULTURAL LIBRARY

Project Title: INCREASED ACCESS TO ORIENTAL PUBLICATIONS

Date Implemented: June 1962

Project Data

In FY 62 the Oriental Project continued to improve bibliographic access to Oriental publications in the Library's collection.

Benefits

Improve the Library as a research tool.

Project Title: AGENCY COOPERATION IN IMPROVING THE LIBRARY COLLECTION

Date Implemented: April 1962

Project Data

Many employees travel and attend meetings on official USDA authorization. Publications received by them as gifts or as a result of attendance at meetings should be submitted to the Library promptly for possible selection and addition to the collection.

Memorandum to Heads of Department Agencies dated April 9, 1962, was issued to carry out this recommendation. This has already resulted in receipt by the Library of important papers and proceedings from scientific meetings which would have been most difficult to procure.



## OFFICE OF BUDGET AND FINANCE

Project Title: SIMPLIFY TELEGRAPH BILLINGS

Date Implemented: September 1962

### Project Data

The Western Union Telegraph Company formerly sent the Department one telegraph bill supported by copies of the telegrams each month for all agencies. Telegrams were separated, charges computed and billing prepared for each agency by the Office of Plant and Operations.

The agencies' payment vouchers were grouped by the Office of Plant and Operations and an adding machine tape showing the total amount to be paid attached with the words, "Draw one check" written on the tape forwarded to the disbursing officer.

Effective with the September 1962 billing Western Union sends a separate bill for each agency. Upon receipt of these billings, the Office of Plant and Operations sends each agency accounting office its bill supported by copies of the telegrams. Each agency examines and promptly schedules the bill for payment directly to the Treasury Disbursing Officer.

### Benefits

The savings of clerical time was realized to the extent that the billing to the Department is not analyzed by Office of Plant and Operations and interim billings prepared and sent to the agencies. From 3 to 5 man-days of clerical work each month was eliminated and some excessive paperwork discontinued. Payments are expedited and the individual agency accounting for these payments are on a more current basis.

Project Title: SIMPLIFY TRANSFER DOCUMENT VERIFICATION

Date Implemented: May 1962

### Project Data

This project involved extensive discussions with Treasury to change their current procedures. When this was done the Administrative Regulations were revised to incorporate the changes Department-wide.

Standard forms were used to transfer funds and make adjustments affecting appropriations and funds within one accounting station. These forms were sent to the Treasury Disbursing Offices, but were of no use to Disbursing Offices under the revised Treasury Procedure wherein the agency maintains appropriation and fund accountability and Treasury maintains one over-all agency control account.



### Benefits

(1) Eliminates the handling by Treasury Disbursing Officers of thousands of documents effecting adjustments and corrections in accounts; (2) eliminates typing to a considerable degree since Journal Voucher explanations are shorter, and eliminates paperwork since adjustment documents formerly prepared in original and six copies are no longer prepared for such adjustments.

Project Title: CONSOLIDATION OF INTERNAL AUDIT ACTIVITIES AT DEPARTMENT LEVEL (D-A5 and MOS III-A)

Date Implemented: June 1962

### Project Data

Objectives of the study were to determine (1) whether improvements could be made in internal audit and program investigation activities by their consolidation at the Departmental level, and (2) whether internal audit coverage could be extended to those USDA agencies without such service by the Office of Budget and Finance on a reimbursable basis. An overall objective was the improvement of the conduct of audit and investigative work regardless of the organizational arrangements that might be recommended for its future conduct.

A survey of audit and investigative organization and practices, both in the Department and other Federal agencies, and management uses and attitudes in the Department of Agriculture was conducted by a team comprised of Office of Budget and Finance personnel, a staff member of the Bureau of the Budget, and an auditor from Agricultural Stabilization and Conservation Service. Definite inquiries were made as to management use and follow-up of internal audit and investigation disclosures at the agency and Departmental level.

In addition to the cooperation received from the Bureau of the Budget and ASCS, the team was furnished considerable information concerning audit and investigative organizational arrangements in other Federal agencies by chief auditors or investigators of agencies such as Department of the Army, Post Office Department, Department of State, Agency for International Development, Department of Health, Education, and Welfare, Department of the Interior, Department of Commerce, and the National Aeronautics and Space Administration.

### Benefits

Benefits would include (1) increased effectiveness of internal audit and investigative activities at both the agency and Departmental level, (2) assuring adequate internal audit coverage of all Department activities, (3) internal audits and investigations by qualified professional personnel, and (4) prompt and conscientious action on significant matters developed in audits and investigations.

The study served as a basis for the issuance of Secretary's Memorandum No. 1503, dated June 25, 1963, establishing the Office of Internal Audit and Inspection.

OFFICE OF THE GENERAL COUNSEL

Project Title: ESTABLISH GENERAL RULES FOR VALUATION FORMULAS IN  
REA CONDEMNATION CASES

Date Implemented: January 1962

Project Data

A study was made of valuation formulas in condemnation cases to extract some general rules which might be applicable in many of the REA condemnation cases.

Benefits

Enable attorneys to render more effective assistance to borrowers and their attorneys. Borrowers will have the benefit of this information for use in litigation and in negotiation for the acquisition of borrowers systems, or portions thereof.

Project Title: ADVANCED ASSIGNMENT OF ATTORNEYS TO COMPLEX INVESTIGATIONS

Date Implemented: January 1962

Project Data

Making advance assignment of attorneys to certain regulatory cases under investigation where they involve complex or unusual issues.

Benefits

Insure that essential facts are developed but at the same time confine the investigation to these essential facts.

Project Title: CLASSIFICATION OF PATENT CASES INVOLVING INVENTIONS  
BY USDA EMPLOYEES

Date Implemented: December 1961

Project Data

A program was initiated in September 1961 of preparing a set of cards classified as to subject matter of each pending patent case. Appropriate cross-reference information is put on each card. Simultaneously, this classified set is being enlarged to include the patents already granted as well as those cases that were dropped or abandoned. The classification scheme of the "Standard Industrial Classification Manual," prepared by the Technical Committee on Industrial Classification of the Office of Statistical Standards, is being used.



#### Benefits

Expedites handling of request, both from within and outside the Department, for information on inventions by employees of USDA. Provides a more complete and accurate source of information than previously available.

Project Title: DELEGATE TO FIELD ATTORNEYS THE AUTHORITY TO HANDLE CERTAIN PROPERTY AND PERSONAL INJURY CLAIMS ARISING OUT OF FOREST SERVICE ACTIVITIES

Date Implemented: August 1962

#### Project Data

Authority given to Regional Attorneys and Attorneys in Charge of field offices to:

- (1) Approve or disapprove claims not in excess of \$1,000 under the Federal Tort Claims Act arising out of Forest Service activities, and;
- (2) Review and recommend to the Forest Service action to be taken with respect to claims of \$1,000 or less under the Act of January 31, 1931 (46 Stat. 1052; 16 U.S.C. 502)

#### Benefits

Expedite handling of these cases and eliminate several stages of review by Washington offices of both Forest Service and General Counsel's office.

Project Title: IMPROVED PROCEDURE FOR NEGOTIATING CONSENT ORDERS

Date Implemented: July 1962

#### Project Data

Developed a procedure to be used in negotiating consent orders prior to the filing of administrative complaints arising out of certain of the regulatory activities.

#### Benefits

This should expedite consent settlements, eliminate the necessity of answering various motions and prevent last minute settlements at the time and place of hearings.



OFFICE OF INFORMATION

Project Title: USE OF HIGH-SPEED AUDIO TAPE DUPLICATING EQUIPMENT

Date Implemented: FY 1963

Project Data

Use of high-speed audio tape duplicating equipment.

Benefits

Estimated savings of \$3,000 per year in personnel costs to be applied to other creative activity. This equipment will permit the "dubbing" of radio tape services at four (4) times the present speed and provide more wide-spread and geographic coverage throughout the country, and permit us to service an increasing number of stations.

OFFICE OF MANAGEMENT APPRAISAL AND SYSTEMS DEVELOPMENT

Project Title: MANAGEMENT IMPROVEMENT LEADERSHIP AT DEPARTMENT LEVEL  
(REA III-3)

Date Implemented: October 1962

Project Data

Development of a more comprehensive and aggressive management improvement program in USDA including the strengthening of centralized leadership and control. This project would not only produce direct benefits on overall Departmental activities but also would serve to guide and stimulate individual agencies to undertake more vigorous management improvement programs. The Office of Management Appraisal and Systems Development was established in December 1961 to provide Department-wide leadership. Actions have been taken including establishment of the Management Improvement Project System on October 19, 1962, by Secretary's Memorandum Number 1514.

Benefits

The Management Improvement Project System will provide a means of documenting significant management improvement projects in the Department, information to plan, direct, and measure progress on Department efforts, a means of facilitating coordination of projects, and a system for reporting management improvement information in the Department.

Project Title: ADMINISTRATIVE CONFERENCE

Date Implemented: November 1962

Project Data

The Department of Agriculture performed a data processing service for the Administrative Conference of the United States. The Conference, established by Executive Order, had as its purpose to study and make recommendations for the improvement of administrative proceedings carried out by federal departments and agencies. Data was assembled by the Conference on time taken to process various types of proceedings. The processing of this data was furnished by USDA and was performed by the Dallas Commodity Office. The Conference recommended continuance of central recording of such data and programs used by the Department will be made available for such purpose.

Benefits

The benefits of this project were government-wide in scope. The information was used for analysis of the various types of administrative proceedings. The cost to the Department was less than \$10,000 for the two reports provided.

Project Title: BONDING STUDY

Date Implemented: FY 1962

Project Data

A special study committee made a thorough review of bonding policies and procedures applicable to warehouses storing CCC commodities. Several recommendations were adopted, including (1) review of all bonds over \$200,000 for grain warehouses; and \$100,000 or more for cotton warehouses; (2) review of all new or renewal bonds before approval, and (3) assignment of a CPA to the US Warehouse Act Branch to review financial data regarding new or renewal bonds. In addition, bids for blanket bonds were issued which will increase protection and reduce cost and administrative workload.

Benefits

Increased protection and lowered costs.

Project Title: MAILING LIST STUDY

Date Implemented: FY 1963

Project Data

The Department's mailing lists are one of the primary means by which it disseminates official information in the form of research reports, publications, bulletins, market reports and other materials and also collects economic and statistical data necessary to meet Department responsibilities.

Among the alternatives considered in this study was the feasibility of utilizing automatic data processing methods to maintain lists and to facilitate mailing. While these lists are not maintained centrally, they can be efficiently handled by ADP methods. Work to implement the system is under way. The one piece of special equipment needed to do the job has been ordered. The system will be in operation next July and will handle more than 1800 separate lists comprising approximately  $\frac{1}{2}$  million names.

Benefits

1. The time required to process changes in the lists will be reduced from an average of 4 weeks to a maximum of 7 days.
2. Circulation of lists for conversion purposes will purge the list and make the Master Index current for the first time since 1922. This will reduce the number of names on lists and thereby reduce conversion costs as well as related printing, duplicating, addressing, inserting, sealing and postage costs.



3. Lists will be circulated and purged annually, where required, as an "automatic" by-product of processing operations with resulting savings in circularization and the related costs.
4. Man-years devoted to list activities, at present level, will be reduced from 33 to 15.
5. Costs, at present level of operations, will be reduced from \$145,500 to an estimated maximum of \$120,000 per year.
6. Each addressee will be listed only once in the system, regardless of the number of lists on which the name appears. This will eliminate duplicate mailings.
7. The system can accommodate any future growth in mailing lists -- at nominal unit cost.
8. The system provides the framework on which to build an "Index to Agriculture." By classifying lists according to areas of interest and then, through applying known information retrieval techniques, the system could generate lists which would enable the Department to reach any segment of its agricultural clientele for selective distribution of its publications, economic questionnaires, research, etc.
9. The system can be extended into other types of distribution materials.

Project Title: STUDY OF OFFICE OF INFORMATION (MASD-6)

Date Implemented: FY 1962

Project Data

A task force survey of the administrative processes and operating procedures of the Office of Information was completed in March. The survey group evaluated the current information, publications and audio-visual activities of the Office with the objective of identifying areas where revisions in management technique might increase organizational efficiency and economy. A report of the findings and recommendations of the task force has been completed and is presently under review by cognizant OI officials.

Benefits

The task force's appraisal will provide OI management with useful guidelines for improving administrative and program operations.



Project Title: PRE-READINESS REVIEW - WASHINGTON DATA PROCESSING CENTER  
(MASD-7)

Date Implemented: FY 1962

Project Data

OMASD's pre-readiness evaluation of the SRS operated Washington Data Processing Center has been completed. This review had the broad objectives of assessing; (1) the capacity of the SRS Data Processing Branch, (2) total agency ADP objectives, (3) the adequacy of preparation for large scale ADP application, and (4) to assist in the establishment of a "Critical Path" schedule for subsequent development of this Center.

## OFFICE OF MANAGEMENT SERVICES

Project Title: ESTABLISH MODERN DIRECTIVES SYSTEM

Date Implemented: FY 1962

### Project Data

Provide for the orderly dissemination of information and procedures for Washington and field employees.

### Benefits

Improved operations by having the communications vehicle for getting out instructions promptly and of the type that will engender responsiveness.

Project Title: ESTABLISH MONTHLY MAGAZINE REPORTING OF ERS DEVELOPMENTS

Date Implemented: October 1962

### Project Data

Project No. I-E was completed, with the issuance by the Economic Research Service of the monthly magazine, the Farm Index, in October 1962. The magazine is prepared in the Popular Publications Section of the Division of Information, Management Operations Staff. The Division serves both the Economic Research Service and the Statistical Reporting Service — an innovation aimed at achieving greater economy and efficiency. Purpose of the new magazine is to keep readers informed on developments in agricultural economics, domestic marketing, and the economic aspects of foreign commerce. The magazine, averaging 24 pages, with about 25,000 copies per issue, was planned in relation to the Department's total publication program for economic material. It was established primarily for distribution to employees of the Department, public and private institutions, and individuals concerned with the subject matter it covers. Under the Department's traditional distribution policy, a publication is generally supplied free to cooperating groups and on a subscription basis outside of the cooperating groups. This policy is being followed for the Farm Index.

Project Title: DELEGATION OF EMPLOYMENT AUTHORITY TO FIELD OFFICES

Date Implemented: August 1961

Project Data

Issuance of Agricultural Economics Circular No. 37 superseded by No. 100 authorizing specific field officials to employ certain personnel under Letter of Authorization without the necessity of obtaining prior approval of the Division of Personnel. Specific instructions for use of the authority were given in Agricultural Economics Circular No. 37, Employment Under Letter of Authorization.

Benefits

Actual savings in cost is not the primary improvement in this project. The principal improvement is that of efficiency of operation by permitting field offices to immediately employ certain temporary help without the delay incident to obtaining prior approval of DP which, in field cases, means sending recommendation from the field location to DP in Washington, D. C., and waiting for returned reply.

Project Title: IMPROVED RECORDS MANAGEMENT & FORMS REVIEW

Date Implemented: FY 1962

Project Data

Update records disposition schedules and accelerate records disposal rate. Establish forms and reports review programs.

Benefits

Improved effectiveness through appropriate attention to paperwork problems.

Project Title: CENTRALIZATION AND CONSOLIDATION OF ADMINISTRATIVE OPERATIONS

Date Implemented: FY 1962

Project Data

Centralize administrative operations such as mail, mailing lists, records, photo copy and duplicating, service, storage and issue of bulk stocks of publications; allotments, allocations and obligations; and personal records and reports.

Benefits

Reduction and simplification of record keeping in program divisions.

Project Title: CREATION OF MANAGEMENT OPERATIONS STAFF

Date Implemented: FY 1961

Project Data

Provide for single information, administrative services, audit, personnel, budget and accounting staff to service ERS, SRS and SEG.

Benefits

1. \$250,000 recurring in savings
2. Avoids duplication
3. More efficient use of manpower
4. Relieves program divisions of administrative work.

Project Title: IMPROVED CLASSIFICATION TECHNIQUES

Date Implemented: FY 1962

Project Data

This project encompasses simplification of job description preparation, direct consultation and advisory assistance to operating officials in the total classification area, improved format in description preparation, and more extended use of standard job description coverage where valid.

Benefits

Speedier action in the classification of individual positions while at the same time improving the administration of the classification function.

Project Title: ANALYSIS OF SPACE AND EQUIPMENT NEEDS

Date Implemented: FY 1962

Project Data

Complete review of present space and equipment status for SRS and ERS and relationship to future needs with particular attention to changed requirements resulting from conversion to EDP.

Benefits

Focus attention on space and equipment needs to properly support and assist in achieving top effectiveness in computer operations with minimum delay.



Project Title: USE OF FIELD PERSONNEL NEAR SOURCES OF SUPPLY IN  
RECRUITMENT

Date Implemented: FY 1961

Project Data

Develop recruitment plans for ERS and SRS utilizing personnel presently at strategic field locations near sources of supply.

Benefits

Improved coordination of recruitment effort to service ERS and SRS in locating candidates for professional and other positions thus utilizing agency representation already established at colleges and universities.

Project Title: UNIFORM TIME AND ATTENDANCE REPORTS

Date Implemented: November 1961

Project Data

Prior to organization of the SRS and ERS, a number of components were using established T&A Reports as set forth in such agencies. After the reorganization, these units continued using such T&A Reports until a uniform report could be developed for the new organization. In addition, there were differences in certain units from the same agency in the type of T&A Reports used.

As the Agricultural Economics had been using forms supplied by other agencies and was informed that such agencies were in the process of reordering, it was determined necessary to devise forms for Agricultural Economics. Accordingly, the cost involved approximated a reordering by new organization for that portion which would have been ordered by organization had no reorganization taken place.

Benefits

Dollar savings may have resulted in ordering by the very fact that only one form is being used for all Agricultural Economics and by the fact that no excepted forms were authorized for specific units or functions. It would be difficult to assess any specific dollar savings as this was the original order for Agricultural Economics.

Project Title: CENTRALIZED OBLIGATION CONTROL SYSTEM

Date Implemented: FY 1962

Project Data

Upon establishment of Agricultural Economics a new system was designed to establish centralized responsibility for the formal recordation, control and reporting of obligations incurred by the agencies of Agricultural Economics. A major objective within the basic objective of the project was to clearly define and fix related responsibilities of the divisions and offices in Agricultural Economics. It was further determined to establish the system in all divisions and offices except the State offices of the Field Operations Division, SRS, because of certain operations in these offices which would require special analysis and handling. The plan called for making the system operative in the State offices at later date.

Effective July 1, 1961, the Fiscal Branch, Division of Budget and Finance, MOS, located in Washington, D. C., was made responsible for maintaining official obligation records, by object class, for ERS, SRS, MOS, and SEG on a nationwide basis, with the above exception. A comprehensive circular establishing policy and setting forth the system and procedures was issued, emphasizing that although official, formal obligation records are to be kept by DBF, MOS, each division or office would be responsible for incurring obligations and maintaining division records, on an obligations incurred basis, only to the minimum extent necessary for providing interim financial information prior to receiving official monthly financial activity and status reports from DBF, MOS.

Benefits

Overall net reduction in record maintenance, reports, and man hours formerly required by employees keeping, reporting, and analyzing obligation and related financial status records and reports. Further, current (official, machine controlled) obligation data is available at any time from the centralized records, whereas the former systems provided only expenditure data on a day to day basis, in national office records.

## OFFICE OF PLANT AND OPERATIONS

Project Title: PERSONAL PROPERTY INVENTORIES ON A 2-YEAR BASIS (ARS II-A-3)

Date Implemented: August 1962

### Project Data

The objective was to consider reducing the frequency of physical inventories of personal property from annual to a two-year basis. Each accountable officer could be kept informed of changes in his inventory by receiving a copy of the quarterly inventory produced by the data processing contractor for use by the business office in reconciling the property accounts. The project was implemented by Amendment 268 to 5AR746 on August 14, 1962.

### Benefits

Reduces by one half the time taken to conduct physical inventories of personal property.

Project Title: REVISION OF REGULATIONS FOR BOARD OF CONTRACT APPEALS TO REDUCE MEMBERSHIP FOR CERTAIN CASES (USDA C-1)

Date Implemented: June 1962

### Project Data

Former procedures under Section 347, Title 5, Subject - Board of Contract Appeals, Paragraph A, provided that a Board of 5 members, one member from each of the offices of the General Counsel, Plant and Operations and Budget and Finance and two members from the Department experienced in the subject matter of the work involved, must consider each Appeal. This required that the Board of 5 consider each case regardless of monetary consideration involved or complexities of the Contract provisions. The recommended change provided that the Administrative Assistant Secretary, upon the recommendation of the Director of Plant and Operations, be authorized to make a determination that certain Appeal cases could be handled by a Board of 3 members, one of whom would be a subject-matter specialist with the other two from the offices now specified in the Regulations. The recommendation was adopted and implemented by Amendment to 5AR347 in June 1962.

### Benefits

This will result in a savings of manpower and travel costs on those cases affected. The reduction of Board members from 5 to 3 on these cases will make it easier to convene Boards and thus speed up the appeals process.





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